



The City Bridge Trust Committee

Date: THURSDAY, 10 APRIL 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
Deputy Stanley Ginsburg
Alderman Alison Gowman
Deputy the Revd Stephen Haines
Vivienne Littlechild
Edward Lord
Wendy Mead
Alderman Matthew Richardson
Ian Seaton
The Rt Hon the Lord Mayor Alderman Fiona Woolf (Ex-Officio Member)

Enquiries: Philippa Sewell
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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 13 March 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 - 52)
6. **GRANT APPLICATIONS STATISTICAL REPORT**
To receive a report of the Chief Grants Officer.

For Decision
(Pages 53 - 56)
7. **GRANTS AND STRATEGIC INITIATIVES RECOMMENDATIONS AND ASSESSMENTS**
To consider the Chief Grants Officer's reports on grant recommendations as follows:-

For Decision
(Pages 57 - 60)

 - a) Paladin - National Stalking Advocacy Service CIC - Recommended Grant £140,000

(Pages 61 - 72)
 - b) Friends of Tower Hamlets Cemetery Park - Recommended Grant £49,050

(Pages 73 - 82)
 - c) One North East London - Recommended Grant £38,000

(Pages 83 - 92)
 - d) London Symphony Orchestra Limited - Recommended Grant £172,000

(Pages 93 - 104)
 - e) Shine - Recommended Grant £78,750

(Pages 105 - 116)

- f) Connaught Opera - Recommended Grant £20,000
(Pages 117 - 126)
- g) North Kensington Law Centre - Recommended Grant £150,000
(Pages 127 - 138)
- h) PLIAS Resettlement - Recommended Grant £120,000
(Pages 139 - 150)
- i) Community Action Southwark - Recommended Grant £146,900
(Pages 151 - 160)
- j) Young Philanthropy - Recommended Grant £71,750
(Pages 161 - 166)
- k) Thames21 - Recommended Grant £340,000
(Pages 167 - 172)

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

- a) Grants Recommended for Rejection
For Decision
(Pages 173 - 178)
- b) Withdrawn and Lapsed Applications
For Information
(Pages 179 - 180)
- c) Grants Approved under Delegated Authority
For Information
(Pages 181 - 182)
- d) Reports on Monitoring Visits
For Information
(Pages 183 - 190)

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 13 March 2014.

For Decision
(Pages 191 - 192)

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**

THE CITY BRIDGE TRUST COMMITTEE

Thursday, 13 March 2014

Minutes of the meeting of The City Bridge Trust Committee held at Guildhall, EC2 on Thursday, 13 March 2014 at 1.45pm

Present

Members:

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

Officers:

Xanthe Couture	- Town Clerk's Department
Philippa Sewell	- Town Clerk's Department
Steven Reynolds	- Chamberlain's Department
Jenna Rigley	- Chamberlain's Department
David Farnsworth	- The City Bridge Trust
Jenny Field	- The City Bridge Trust
Ciaran Rafferty	- The City Bridge Trust
Jemma Grieve Combes	- The City Bridge Trust
Tim Wilson	- The City Bridge Trust
Julia Mirkin	- The City Bridge Trust
Julie Zhu	- Public Relations Office

In attendance:

- Bexley Citizens Advice Bureau
- Council of Somali Organisations

1. APOLOGIES

Apologies were received from Stuart Fraser, Alderman Alison Gowman and the Rt Hon the Lord Mayor Alderman Fiona Woolf.

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

Ian Seaton and Wendy Mead declared a conflict of loyalties on item 7d by virtue of being Members of the Epping Forest & Commons Committee and Open Spaces and City Gardens Committee respectively, and as such would not participate in the discussion or decision of this item. Mr Seaton also

declared a non-pecuniary interest in item 7m as his Livery Committee supported London Youth.

3. **MINUTES**

RESOLVED – That the minutes of the last meeting held on 12th February 2014 by 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.

Outstanding Grant Conditions

Members noted that the outstanding financial conditions relating to SSBA Community Trust and Castlehaven Community Association had now been completed and therefore could be removed.

Access works

Officers had looked into the query over whether access works were being delayed until a balance had been raised by previous grant recipients. Three organisations currently had works to be completed, of which two had commenced work and one was awaiting a planning decision.

Members' Handbook

Members noted that the handbook was now online and it was agreed that a few hardcopies would be circulated at the next meeting.

5. **PROGRESS REPORT AND EVENTS**

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

The Chief Grants Officer informed Members that a substantive report would be received at the next Committee on the Trust's proposed designated reserve which was anticipated to be £3.4 million from the previous year (2013-14) and would then be considered at Finance Committee.

The Deputy Chairman was concerned about the length of the draft Business Plan and urged the Chief Grants Officer to consider shortening the content for future years, though recognising that it followed a standard, corporate, template.

Members were informed of dates for two forthcoming events. The "Greening the Economy Conference", provisionally set for 19 May, was now confirmed for Thursday 10 July. There would also be an event to launch the Trust's partnership with Buttle UK to be held at the Mansion House on the morning of Tuesday 6 May (followed by a buffet lunch).

RESOLVED – That,

- a) the report be received and its contents noted;
- b) the City Bridge Trust Business Plan April 2014 – March 2015 be approved; and

- c) a waiver be approved for £4,000 from the underspend in the Learning and Sharing fund to be used to engage Champollion for a 4-6 week social media campaign for the Park Life London website.

6. **GRANT APPLICATIONS STATISTICAL REPORT**

The Committee considered a report of the Chief Grants Officer that summarised applications received and action taken under the 2012/13 Working with Londoners and Investing in Londoners grants programmes. There remained 2 applications to the Working with Londoners programmes under assessment and which are intended to be brought to the April meeting. In response to a question from the Deputy Chairman, the Grants Officer advised that the number of applications against objectives was presented in the annual report.

The Deputy Chairman queried if Table 3 (page 59), could be provided to the Committee with six monthly analysis of different levels of grant approvals by outcome area, and the Chief Grants Officer undertook to do so in future.

RESOLVED – That:

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

7. **GRANTS 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 (Wandsworth Community Empowerment Network) – A Member raised her concern over the low level of free unrestricted reserves. Officers had discussed this with the organisation who offered assurances that opportunities for income generation and reductions in expenditure had been identified. It was highlighted that the organisation had secured 98% of this year's income and 78% of next year's income and that this provided some reassurance as to the charity's financial position. Members requested that details like this were recorded in the minutes to support their decision.

Item 7b (Community Development Finance Association) – In response to a Member's query, the Chief Grants Officer advised that work was underway to bridge the Social Investment Board and the City Bridge Trust so organisations were aware of all funding opportunities.

Item 7c (Council of Somali Organisations) – In response to a Member's question, the Deputy Chief Grants Officer reported that this organisation sought to strengthen the Somali population's capacity to become more involved with the wider community and with statutory services and prevent isolation.

Item 7i (Zacchaeus 2000 Trust) – It was noted that Zacchaeus 2000 Trust (Z2K) was no longer religiously affiliated, and the Deputy Chairman reported that he knew the Chairman of the Trust in passing.

Members raised concern over the organisation’s aim of “campaigning against laws and practices which operate unfairly or oppressively on [their] clients”, but were advised by the Grants Officer that this aspect was not related to the purpose of the grant and was clearly stated in the Trust’s standard grant conditions. Members agreed that care needed to be taken to ensure the Committee was funding organisations but not political campaigns.

Item 7j (Changing Paths Charitable Trust Limited) – A Member queried the organisation’s expenditure figures (page 179), and it was clarified that the charitable activities had been incorrectly included in the total net deficit/ surplus figure and Members were satisfied the expenditure figures.

Item 7l (City Philanthropy) – A Member queried whether more focus should be given to funding the delivery of projects on the ground rather than giving to infrastructure organisations, and the Chief Grants Officer responded that a balance was needed between the two.

Item 7o (New Economics Foundation) – Members raised their concerns of the political aspect of this organisation and agreed that it was important to represent and support a range of views as the City Bridge Trust did not want to present a political bias, and as such the Chief Grants Officer undertook to draw up a compendium of research organisations considered and monitor grant funding closely.

7.a) Wandsworth Community Empowerment Network - Recommended Grant £109,120

£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.

7.b) Community Development Finance Association (CDFA) - Recommended Grant £133,400

£133,400 over two years (£44,400; £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.

7.c) Council of Somali Organisations (CSO) - Recommended Grant £100,000

£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 was conditional on

the appointment of a Director with the requisite financial skills to be paid in monthly instalments.

7.d) Epping Forest Charitable Trust - Recommended Grant £388,000

£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.

7.e) SHARE Community - Recommended Grant £130,000

£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.

7.f) Bede House Association - Recommended Grant £88,000

£88,000 over three years (£29,000; £29,000; £30,000) 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.

7.g) Bexley Citizens Advice Bureaux - Recommended Grant £101,440

£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.

7.h) Centre For Armenian Information & Advice - Recommended Grant £90,000

£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.

7.i) Zacchaeus 2000 Trust - Recommended Grant £149,850

£149,850 over three years (£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.

7.j) Changing Paths Charitable Trust Limited - Recommended Grant £50,000

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

7.k) Research on Access to the Arts for People with Learning Disabilities - Recommended Grant £40,000

£40,000 from the City Bridge Trust Strategic Initiatives allocation to commission Lemos&Crane to undertake research into the scope for people with learning disabilities to access the Arts in London.

7.l) City Philanthropy - Recommended Grant £222,000

£222,000 to engage the Association of Charitable Foundations to expand your City Philanthropy a wealth of opportunity initiative until December 2015, costed against the City Bridge Trust budget for Strategic Initiatives 2013/14.

7.m) London Youth Inclusion Project - Recommended Grant £216,000

£216,000 over three years (£68,000; £112,000; £36,000) from the City Bridge Trust Strategic Initiatives allocation for the revenue costs of delivering the Inclusion project.

7.n) Media Trust, London 360 - Recommended Grant £240,000

£240,000 over three years (3 X £80,000) to enable the Media Trust to further develop its London360 initiative to be costed against the City Bridge Trust budget for Strategic Initiatives 2013/14.

7.o) New Economics Foundation (nef) - Recommended Grant £30,000

£30,000 to enable the New Economic Foundation to disseminate the findings of its Surviving Austerity research across local authorities in London to be costed against the City Bridge Trust budget for Strategic Initiatives 2013/14.

7.p) London Legal Support Trust - Recommended Grant £450,000

£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.

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

8.1 Grants Recommended for Rejection

The Committee considered a report of the Chief Grants Officer which recommended that four grant applications in the Investing in 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.

8.2 **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 noted.

8.3 **Grants Approved under Delegated Authority**

The Committee received a report of the Chief Grants Officer which advised Members of 6 expenditure items, totalling £32,250, which had been presented for approval under delegated authority to the Chief Grants Officer.

Grants

- Protege DNA Ltd - £4,000 to match CEP funding towards wage costs
- Dagenham Bangladeshi Women & Children's Association - £12,000 for two years towards salaries and running costs
- Carers Support (Bexley) - £11,500 for a third and final year towards salaries and an advice and advocacy service

Eco-audits

- Community Links Bromley - 10 days (value £4,000) to undertake an eco-audit
- London Voluntary Service Council - One additional day to complete the review process and prepare the final report
- Voluntary Action Islington - Provision of one additional day for the delivery of an information workshop

8.4 **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.

Item No.

12 -14

Exempt Paragraphs

3

12. NON-PUBLIC MINUTES

RESOLVED – That the non-public minutes of the meeting held on 12 February 2014 be approved as a correct record.

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

There were no questions.

14. 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:

The City Bridge Trust Committee annual dinner.

The meeting ended at 2.32pm

Chairman

**Contact Officer: Philippa Sewell
tel. no.: 020 7332 1426
philippa.sewell@cityoflondon.gov.uk**

Outstanding Items

Item	Action	Officer responsible	Progress by
13 March 2014			
Designated Reserve	Report on City Bridge Trust's designated reserve to be received at the next meeting.	Chief Grants Officer	10 April 2014
Think Tank funding	Compendium of recent and current funding of Think Tanks to be created.	Chief Grants Officer	10 April 2014
Outstanding Financial Conditions: CBT Committee 13 March 2014			
Council of Somali Organisations	Grant conditional on appointment of Director with requisite financial skills, to be paid in monthly instalments.	Jenny Field	TBC
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

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Committee:	Date:
The City Bridge Trust	10 April 2014
Subject: Progress Report	Public
Report of: Chief Grants Officer	For Decision
Summary	
This is a regular Progress Report by the Chief Grants Officer.	
Recommendations	
Members are asked to:	
<ul style="list-style-type: none"> (1) Note the report (2) Approve the final version of the 2014-2015 CBT Business Plan (3) Instruct officers to put formal arrangements in place to carry forward the £3,533,480 remaining from the Trust's 2013/14 grants budget into your grants budget for 2014/15. 	

Main Report

Presentation of First Gold Award

1. Last month the Chairman and your Principal Grants Officer, Ciaran Rafferty, attended the Harrow Club in North Kensington to present the first Gold Award of the London Youth Quality Mark scheme.
2. You are in partnership with London Youth to encourage and support the capital's voluntary youth clubs to develop and improve the quality of their services and governance by attaining the City & Guilds accredited quality mark.
3. The Harrow Club arose from community work initiated by the Harrow Mission in 1883 and today provides a wide range of much-needed services. The Chairman met many of the staff and young people and posed for photographs with some of them in the Club's boxing ring before formally presenting them with their Gold Award certificate!
4. A record of the event was seen to be "trending" on Twitter in the days that followed.

Charities and Campaigning

5. At your last meeting the issue arose about the legitimacy of campaigning by charities and whether this then might affect your ability to fund it.

6. The Charity Commission produces clear and full guidance on this matter, too extensive to reproduce here, but which might nonetheless be of interest to Members should you wish to view it on their website:

www.charitycommission.gov.uk/publications/cc9.asp

7. The guidance states:

“So long as a charity is engaging in campaigning or political activity solely in order to further or support its charitable purposes, and there is a reasonable likelihood of it being effective, it may carry out campaigning and political activity. The activities it undertakes must be a legitimate and reasonable way for the trustees to further those purposes, and must never be party political. A charity can make public comment on social, economic and political issues if these relate to its purpose, or the way in which the charity is able to carry out its work.” There may be some charities which cannot campaign because of restrictions in their governing document.

8. The Charity Commission has defined “*campaigning*” as referring to both “*awareness-raising and to efforts to educate or involve the public by mobilising their support on a particular issue, or to influence or change public attitudes*”. It defines “*political activity*” as activity, in the context of supporting the delivery of the charity’s objects, aimed at securing (or opposing) any changes in the law or policy or decision of government or public bodies here or abroad. An organisation will not be charitable if its objects are political (ie a charity cannot exist for a political purpose) though charities can campaign for a change in the law, policy or decision where this would support their charitable purposes or objects (unless prevented by the governing document).
9. In the political arena, a charity must stress its independence and ensure that any involvement it has with political parties is balanced. A charity must not, of course, give funding to a political party nor to a candidate or politician.

Balanced Support to Think Tanks

10. From time to time you have agreed funding for Think Tanks to undertake research or conferences. In line with the Charity Commission Guidance above, the Trust is committed to ensuring that such funding is balanced.
11. It was agreed at the last committee meeting that a working document be created so that an overview of all recent and current funding of Think Tanks is recorded. This document has been created and can be found at Appendix A. This document will be kept up-to-date and will be reproduced alongside any application for funding of a Think Tank. You may of course request to see a copy at any time.

Business Plan

12. At the last meeting you discussed the draft business plan for 2014 – 2015. Following feedback, a few minor amendments have been made. These will

be highlighted verbally at the meeting, but the final version is included for your information and final approval at Appendix B.

2013 – 2014 Grants Budget

13. In 2013 – 2014, the City Bridge Trust had £3,533,480 remaining on its grants budget resulting from: an agreed carryover of £2.7m from 2012-2013; the Trust's engagement in its Quinquennial Review of grant making during the year which took time away from assessing grant applications and involved the Trust being closed to applications for 3 months; and some capacity issues resulting from increased due diligence requirements; the recruitment of a new Chief Grants Officer (CGO); being one Grants Officer down for medical reasons; and one resigning towards the end of the year.
14. As you will recall from your last Committee meeting, the intention is that the 20th Anniversary of the Trust's grant-making will be used as an opportunity to amplify and celebrate the extraordinary work you have enabled to date. The sum remaining from 2013 – 2014 will enable some focused grant-making to mark this occasion and to further address disadvantage in London.
15. It was anticipated that a detailed paper would need to be brought to this meeting for consideration. Following discussion with the Chamberlain's Department and the Town Clerk it was agreed that no such paper was required and that rather you should be asked to instruct officers to put formal arrangements in place to carry forward the £3,533,480 remaining from your 2013/14 grants budget into your grants budget for 2014/15.

Social Investment

16. Your Investing in Londoners programmes, which you approved in June 2013 (approved by Court of Common Council in July 2013) included an initiative to devise a closed grants programme to support charitable involvement in the social investment market, the detail of which was to be developed following the launch of your open programmes in September 2013.
17. The City of London Corporation has been in the vanguard of organisations seeking to develop the social investment market. The Corporation and City Bridge Trust have a shared social investment strategy which aims to establish London as a global centre for this type of socially-oriented finance.
18. As a pre-cursor to devising this grants programme, you agreed to commission research into current social investment support provision and market gaps to identify where your grant-making and convening role can make the greatest difference. This research has been underway since shortly before Christmas and has involved three round-table discussions with other trusts and foundations, market intermediaries and charities (a total of 17 organisations) as well as several bilateral meetings. The work has been led by the Corporation's Social Investment Advisor, Katie Hill, and Principal Grants

Officer, Tim Wilson, who leads on much of the day-to-day work of the Corporation's £20m social investment fund.

19. This fund is able to invest in charities which are focusing on creating a social impact but which also provide a financial return of a minimum of 2%. As of March 2014, the fund has made commitments to the value of £3.4m. The fund is not able to take high risk or highly subordinated positions in an investment, and, therefore, is only able to finance charities with a certain scale, track record and revenue generation profile.
20. Officers believe that City Bridge Trust, through its grant-making, could provide valuable additional support to charities which are at an earlier stage by establishing a "Transition Fund" which could offer both non-refundable and repayable financing for pilots, new ideas, products or business models, for higher risk/early stage, outcome focused initiatives, all of which are extremely short of appropriate finance. The shortage of finance in this space therefore acts as a barrier to the development of the social investment market.
21. The development of a 'Transition Fund' would provide an opportunity for City Bridge Trust to take a leadership role in bridging the evident gap between grantees and investees. Officers are developing plans for a closed grant programme that would have four elements:
 - **Capacity building for charities and intermediaries:** to provide organisations with human, financial and strategic support, as well as supporting access to appropriate expert intermediaries to enhance their overall investment readiness.
 - **Pilot finance for better outcomes:** to pilot new ways of creating improved social outcomes in a specific sector, geographic or outcome area; test out new ideas, new partnerships and ways of working, as well as alternative ways of measuring complex outcomes.
 - **Risk Finance:** to provide first loss capital to qualifying organisations, e.g. in the form of a guarantee, underwriting, overdraft facility or other subordinated or concessionary positions within or in advance of an investment package.
 - **Evaluation:** to encompass the quality of proposals submitted; the levels of take up; the extent to which grants attract new investors and investees; the relevance of the priority areas given other market activity in development; and to track the progress of grantees beyond the financing period. The evaluation should also consider how, over time, the Transition Fund activities fit within the Trust's overall grants programmes and its strategic role as a grant-making body.
22. It is intended that this programme, and the evaluation of its longer term effect on an organisation, will act as a much needed test-bed of best practice and provide insight into risk levels. A full programme proposal for the proposed 'Transition Fund' detailing mechanics and quantum will come to your May meeting for approval.

Recommendation

Members are asked to:

- (1) Note the report
- (2) Approve the final version of the business plan
- (3) Instruct officers to put formal arrangements in place to carry forward the £3,533,480 remaining from the Trust's 2013/14 grant budget into your grants budget for 2014/15.

David Farnsworth, Chief Grants Officer
020 7332 3713

david.farnsworth@cityoflondon.gov.uk

Report written: 26th March 2014

Overview of CBT funding of Think Tanks:

Name:	Date of Decision:	Amount of Grant:	Summary of Work:
IPPR	February 2013	£50,000	Research into the issue of 'pay day loans' and alternative sources of finance for people in need.
New Economics Foundation	March 2014	£30,000	To enable the findings of its <i>Surviving Austerity</i> research to be disseminated across local authorities in London.



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 with 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) Learning & Development

CBT is strongly committed to the development of its staff team. As well as formal training opportunities, there are a wide variety of ways in which staff can learn 'on the job'. These include:-

- Attendance at and active participation in various funders' networks where issues relevant to our funding priorities, as well as good practice in grant-making, are discussed.
- Attendance at and active participation in conferences and seminars on topics relevant to our grant-making.
- Opportunities for the admin. team to accompany Grants Officers on assessment and monitoring visits.
- Written evaluations and reports relevant to our grant-making.
- Making presentations on the Trust's work to London's voluntary sector.

e) Resources

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 £3.5m has been designated against specific purposes, including some celebratory grant-making and related activities to mark the 20th anniversary of the Trust as an independent grant-maker.

The Trust's operational budget for 2014/15 is currently £931,000, comprising its local risk budget and the full cost recovery recharge from the Wembley National Stadium Trust. An uplift to support the social investment work is still to be included.

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>	
<p>1.5 Wembley National Stadium Trust will have continued to successfully implement and develop its grant-making programmes and WNST Board expresses satisfaction with the CBT delivery of its contract.</p>	<ul style="list-style-type: none"> Two LB Brent grant rounds successfully completed. Initial proposals for England-wide scheme submitted to WNST Board and developed accordingly. WNST Board is serviced to a high standard WNST's legal requirements are met within requisite time frames. CBT actively responds to WNST's invitation to re-tender 	<p>June 2014 & January 2015</p> <p>June 2014 and beyond</p> <p>Throughout 2014/15</p> <p>Throughout 2014/15</p> <p>November 2014</p>	<p>SG</p> <p>SG</p> <p>SG</p> <p>SG</p> <p>SG</p>	<p>Contract from WNST</p>

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 	<p>As required</p> <p>During 2014/15</p> <p>Monthly</p>	<p>DF</p> <p>DF</p> <p>Grants Officers</p>	
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 Monthly</p> <p>June 2014</p>	<p>DF</p> <p>DF / TW</p> <p>DF / TW</p> <p>Grant Officers</p> <p>JGC</p>	
<p>2.5 'Get Young People Working – the Youth Offer' will be successfully managed.</p>	<ul style="list-style-type: none"> All grants drawn down by the end of the financial year. Monitoring reports from the local authorities concerned will have been reviewed by GO's within deadlines 	<p>Throughout 2014-15</p> <p>Throughout 2014-15</p>	<p>JGC/JM</p> <p>JGC/JM</p>	

	<ul style="list-style-type: none"> Continued good quality media coverage 	Throughout 2014-15	JGC/JM	
2.6 The Youth Offer will provide the Trust with valuable learning	<ul style="list-style-type: none"> Quarterly monitoring reports provided by the local authorities to the external evaluators. Round 1 of online survey of young people completed by external evaluators. All partners interviewed by the evaluators. Interim learning and event report. 	Quarterly through 2014-15 Through 2014/15 Through 2014-15 October 2014	JGC/JM JGC/JM JGC/JM JGC/JM	

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 	On-going	Full team	
		Completed by May 2014 Committee: June 2014	DF / CR	
		September 2014	CR	
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 	September 2014	DF / Grant Officers	
		As stated	Grant Officers	
3.3 All of the Trust's grantees will have access to a comprehensive range of expertise & support which they can access to	<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 	June 2014	Grant Officers	
		September 2014	DF	

strengthen their organisations and increase the impact of their grants.	provide the model recommended by the review			
3.4 The Trust will be maximising the use of its non-financial assets in support of the grant-making.	<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) 	March 2015	Full Team	

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.	<ul style="list-style-type: none"> A contract will be signed with the part-time financial analyst 	May 2014	DF / TW	
	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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	

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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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 Page 35	<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>	

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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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. 2) Receipt of a fraudulent application. 3) Internal fraud is committed.	1) Due diligence review of the Trust undertaken by Internal Audit & its recommendations implemented. 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) 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: CB2	Over/under commitment of the Trust's grants budget. Links to:	Gross Risk	A
		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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<u>Specific Threats/Issues</u>	<u>Mitigating Actions</u>
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	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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<u>Summary</u> 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.	Net Risk	G
	Likelihood	Impact
	1	2
	Control Evaluation	
	G	

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

Detail	
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<u>Specific Threats/Issues</u>	<u>Mitigating Actions</u>
<p>1) Potential to cause financial hardship to funded organisations.</p> <p>2) Potential to damage the reputation of the Trust and the City Corporation.</p>	<p>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.</p>

<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		

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.

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.

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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. The Trust has increased its knowledge & evidence base	n/a	
2. The Trust has the right resources to deliver its strategy	n/a	
3. The 2014-15 grants budget has been expended in full.	n/a	
4. Continue to deliver the Trust and CoL’s shared social investment strategy	n/a	
5. Continued development of the Trust and CoL’s Philanthropy Strategy	n/a	
6. Successful implementation of Trust’s Communications Plan	n/a	
7. The Trust maintains a suitably skilled staff team throughout the year	n/a	

Financial and staffing summary

Appendix 2

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	

Our Staffing is made up of:

- 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

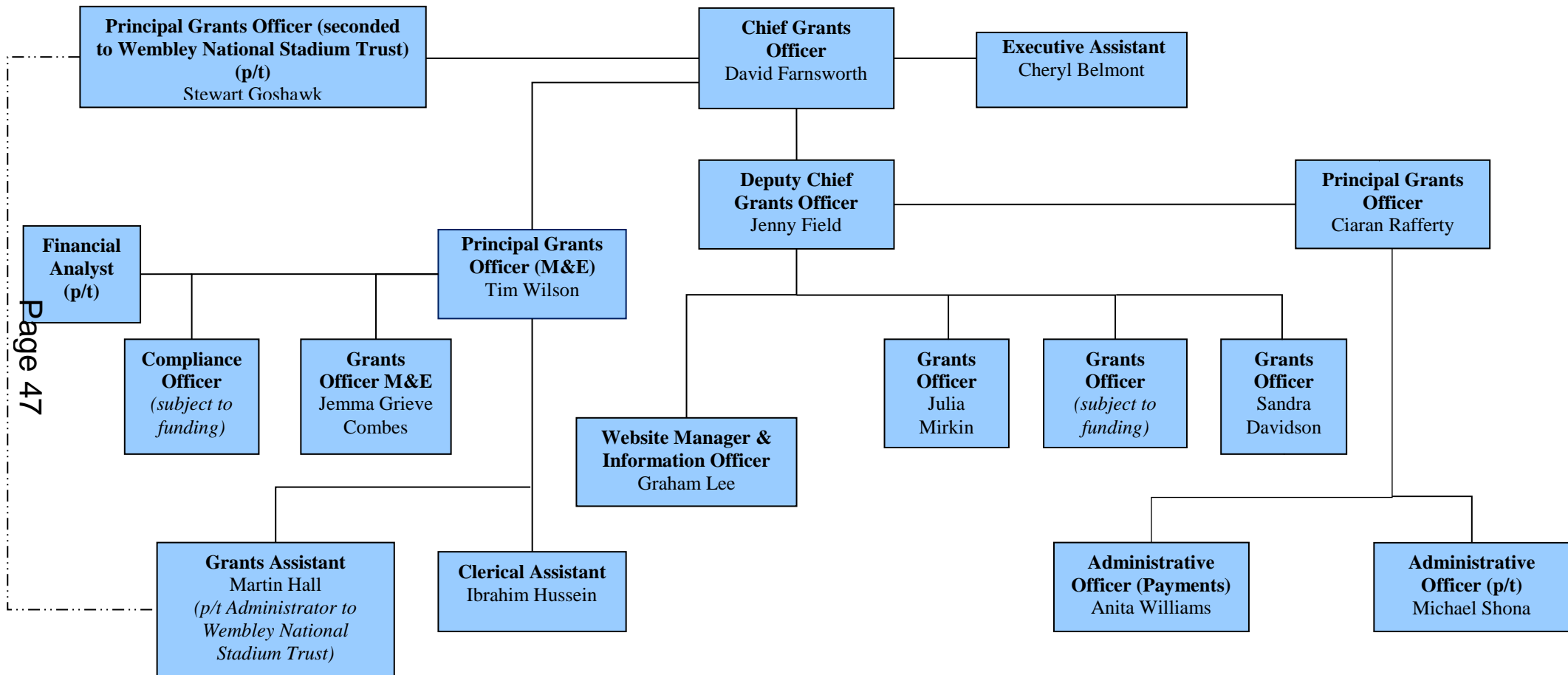
Notes on Staffing Information:

- There will be two vacancies early in 14/15

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.

City Bridge Trust Organisational Chart



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THE CITY BRIDGE TRUST

Professional Development Events, Conferences and Seminars Attended 26th February to 25th March 2014

Date	Organisation	Type of Event	City of London's Representative	Location/ Borough	Summary Comments
26.02.14	Attend	Monitoring Visit	Mrs Littlechild; Jemma Grieve Combes, Grants Officer	Marylebone	A grantee visit to learn more about their employment service for adults with an acquired and non-progressive brain injury including a chance to see a session in action.
03.03.14	City of London Corporation/ Evening Standard	Debate	Several Members; Chief Grants Officer	Guildhall	The Evening Standard Debate on Immigration.
03.03.14	City of London Corporation	Training course	Julia Mirkin, Grants Officer	Guildhall	Your officer attended the 'Working with Disabled Customers' in-house training course.
04.03.14	Ambitious About Autism	Monitoring visit	Tim Wilson, Principal Grants Officer	Barnet	A visit to see this charity's work at Barnet College where it has developed an education and life-skills training programme for young people with on the autistic spectrum
05.03.14	Whizz-Kidz	Monitoring visit	Ian Seaton; Julia Mirkin, Grants Officer	Guildhall	An opportunity to be updated on the progress of the CBT funded project, which is to provide residential camps for disabled young people.
14.03.14	St Cuthbert's Centre	Visit	Chief Grants Officer	Earl's Court	A visit to a grantee to learn about the work CBT is funding: the delivery of mental health services to elderly and homeless people around Earl's Court.
20.03.14	Eye Music Trust	Visit	Chief Grants Officer	London SE 25	A visit to a grantee to see a CBT funded sensory workshop for dementia sufferers, in action, in a care home.

21.03.14	Social Finance	Seminar	Tim Wilson, Principal Grants Officer	Westminster	An opportunity to discuss one of your recent strategic initiatives, the Impact Incubator. The meeting involved other Trusts and Foundations and provided a useful opportunity to learn of the work delivered to date
04.03.14	Cripplegate Foundation	Roundtable event	Ciaran Rafferty, Principal Grants Officer	Islington N1	A meeting of interested parties to look at the scope for a community finance scheme to counteract payday lenders.
21.03.14	City of London Corporation	Health & Safety Briefing	Chief Grants Officer; Deputy Chief Grants Officer; Ciaran Rafferty; Principal Grants Officer; Tim Wilson, Principal Grants Officer	Livery Hall	An in-house briefing for managers.
24.03.14	Engage London	Conference	Ciaran Rafferty, Principal Grants Officer	London Resource Centre, Holloway	A well-attended and valuable conference examining the issues currently facing young people and service providers in London.
24.03.14	Choir With No Name	Monitoring Visit	Mrs Littlechild, Mrs Fredericks and Tim Wilson, Principal Grants Officer	Kings Cross	An inspiring visit to see this organisation's work with homeless and formerly homeless people, many of whom have mental ill-health
25.03.14	Association of Charitable Foundations (ACF)	Seminar	Ciaran Rafferty, Principal Grants Officer	ACF Offices, Kings Cross	A useful update on the issues around homelessness and migrants and asylum seekers.

General Events and Receptions
Attended 26th February to 25th March 2014

Date	Organisation	Type of Event	City of London's Representative	Location/ Borough	Summary Comments
27.02.14	City of London Corporation	Committee Dinner	Chief Grants Officer	Haberdashers' Hall	The Chief Grants Officer attended the Investment Committee Dinner, at the kind invitation of their Chairman.
02.03.14	Wheelpower	Reception	Jemma Grieve Combes, Grants Officer	Stoke Mandeville	Lighting of the Heritage Flame as part of the Paralympic Torch Relay.
03.03.14	City of London Corporation	Reception	Chief Grants Officer;	City Marketing Suite	An event to celebrate National Apprenticeship Week.
03.03.2014	Various	Debate	Deputy Chief Grants Officer	Mazars, Tower Bridge House, E1	One of a series of debates, forming part of the Lord Mayor's Charity Leadership Programme (a partnership comprising the Lord Mayor's Appeal Charity, the Centre for Charity Effectiveness, Mazars and the Macquarie Group Foundation).
19.03.14	Harrow Club	Presentation	Chairman; Ciaran Rafferty, Principal Grants Officer	North Kensington	Presentation by the Chairman of the first Gold award for the London Youth Quality Mark (see CGO Report).
21.03.14	Rambert Dance Company	Opening Ceremony	The Chairman	London SE1	The Chairman attended the official opening by HM The Queen of the new headquarters for Rambert where CBT provided funds for disabled access items.

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Committee:	Date:
The City Bridge Trust	10 April 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 2014/15. 31 applications will be dealt with at today's meeting, including 16 grant recommendations for a total recommended sum of £1,358,350. This leaves £13,591,650 remaining on your grants budget for 2014/15.</p>	
Recommendations	
<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 2014/15 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. City Bridge Trust committee also receives an annual statistical report which provides more details of the trends seen over the year. Your last annual statistical report was received in November 2013.
- 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 2014/15

- 2.1 31 applications will be dealt with at today's meeting of which 16 are recommended for a grant for a total recommended sum of £1,358,350. The implications of today's recommendations are shown in Table 1 against the original grants budget for 2014/15.
- 2.2 If you agree the applications recommended for a grant today this will leave £13,591,650 unspent on your grants budget for 2014/5.

Table 1: Overall spend against 2014/15 budget

	Grants budget	Grants spend
Original Grants Budget	£14,950,000	
Write-Backs & Revocations	£0	
Total Budget Available	£14,950,000	

Today's recommendations April 2014		
Working with Londoners		£140,000
Investing in Londoners		£1,218,350
Total March 2014		£1,358,350
Total annual spend		£1,358,350
Remaining budget	£13,591,650	

Grants made by outcome area this financial year

- 3.1 This month 1 grant has been recommended under your older Working with Londoners programme and 1 application remains pending. Given the low remaining numbers of Working with Londoners grants these have not been included in the outcome area analysis. Table 2 shows the breakdown of grants awarded this financial year by outcome area under your Investing in Londoners grant programmes.

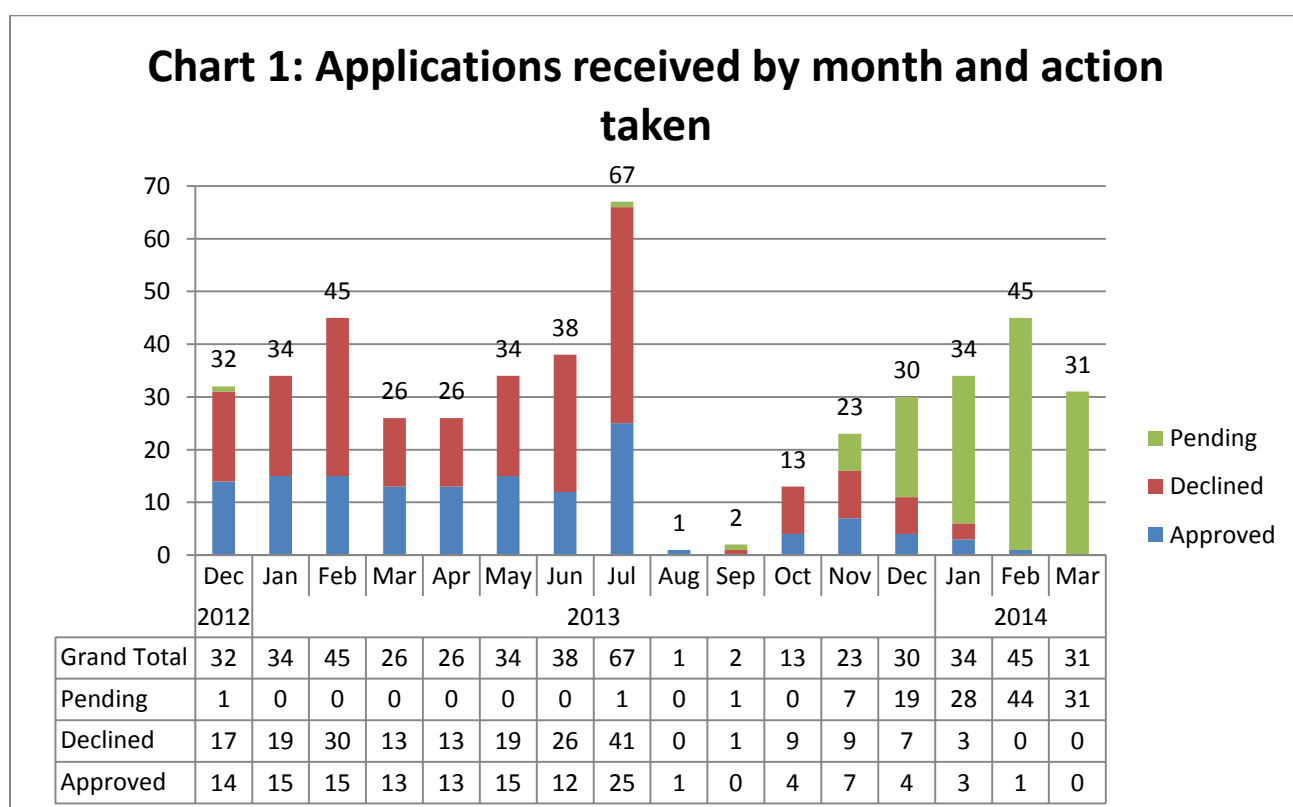
Table 2: Grant approvals by outcome area (Investing in Londoners)

Fund/Program	Today's meeting (1st of financial year)	
	No. of grants	Value of grants
English for Speakers of Other Languages	0	£0
Improving Londoner's mental health	1	£38,000
Improving London's environment	1	£49,050
Making London more inclusive	3	£255,250
Making London safer	0	£0
Older Londoners	2	£37,000
Reducing poverty	1	£150,000
Resettlement and rehabilitation of offenders	1	£120,000
Strengthening London's voluntary sector	1	£146,900
Arts apprenticeships	1	£4,000
Partnership programmes - hardship funds	0	£0
London youth quality mark	0	£0
Eco-audits	2	£6,400
Strategic initiatives	2	£411,750
Exceptional grants	0	£0
Grand total	15	£1,218,350

- 3.3 As it is first month of the financial year a cumulative analysis of the grant awards made this year to date by outcome has not been provided.

Applications received

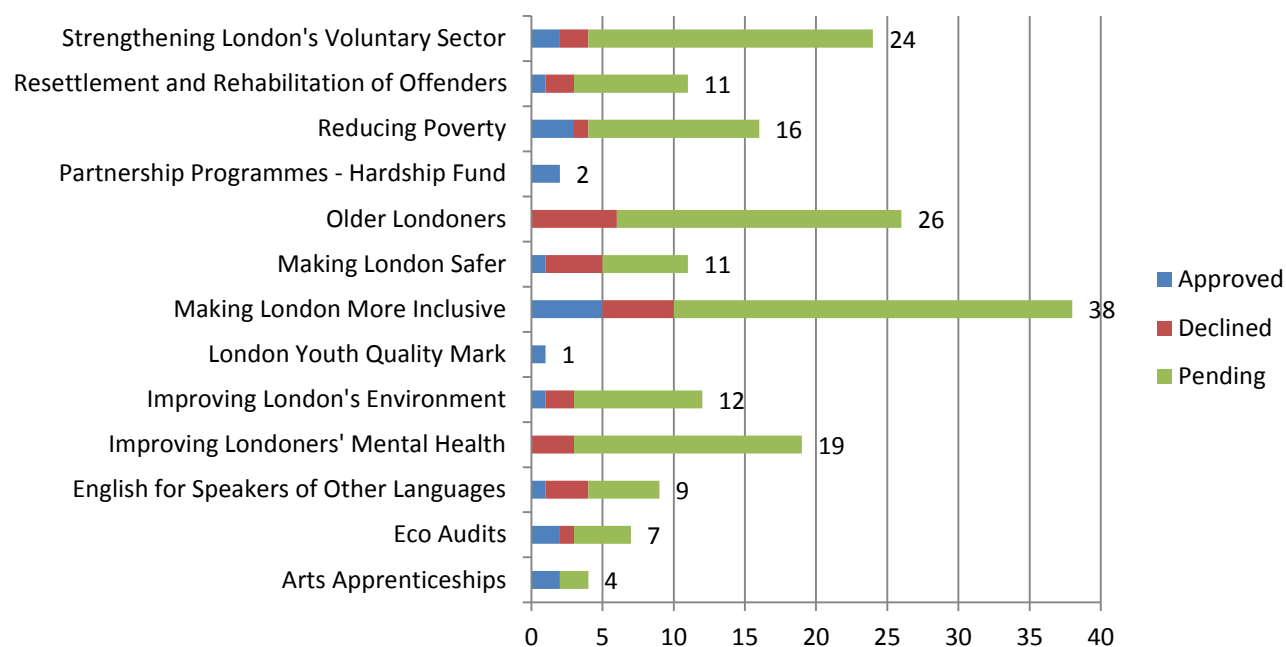
- 4.1 Chart 1 shows applications received by month and the action taken (excluding strategic initiatives and partnership programmes). Please note that applications for decision at today's meeting are still classified as 'pending'. You will notice that there was a large peak in applications in July. This 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 1 application from your Working with Londoners programmes will remain pending. Your officers hope to take this remaining application to your May meeting.
- 4.2 Your Investing in Londoners applications launched in September 2013. Application numbers are now growing steadily, with a peak of 45 applications in February. This is similar to the previous year which also saw a peak of applications in February, possibly due to organisations aiming to submit applications before the start of a new financial year.



- 4.3 Chart 2 summarises the number of applications received by outcome area since Investing in Londoners was launched in September 2013. Please note that applications for decision at today's meeting are still classified as 'pending'. It is interesting to observe the large number of applications under Making London More Inclusive. This may reflect the wide range of this programme as there are several different priorities under which organisations can apply. It is also a well-established City Bridge Trust programme, similar to Older Londoners and Strengthening London's Voluntary Sector which have also seen relatively high numbers of applications. It is encouraging however to also see that there are a good number of applications and approved grants

under Reducing Poverty and Making London Safer, two of your newer programmes.

Chart 2: Investing in Londoners applications received and action taken since launch in Sept 2013



Today's applications

5.1 31 applications will be dealt with at today's meeting. Table 4 notes the type of action recommended. 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	Number	Working with Londoners	Investing in Londoners
Applications recommended for grant	11	1	10
Funding approved by delegated authority <£5k (to note)	4	0	4
Funding approved by delegated authority <£25k (to note)	1	0	1
Applications recommended for rejection	10	0	10
Withdrawn applications (to note)	4	0	4
Applications lapsed (to note)	1	0	1
Total applications	31	1	30

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>Improving Londoners' Mental Health</u>			
a)	11605 Paladin - National Stalking Advocacy Service CIC	£120,000	£140,000
<i>Total Improving Londoners' Mental Health</i>		£120,000	£140,000
Grand Totals		£120,000	£140,000

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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>			
b)	12133 Friends of Tower Hamlets Cemetery Park	£49,050	£49,050
<i>Total Improving London's Environment</i>		£49,050	£49,050
<u>Improving Londoners' Mental Health</u>			
c)	12135 One North East London	£41,500	£38,000
<i>Total Improving Londoners' Mental Health</i>		£41,500	£38,000
<u>Making London More Inclusive</u>			
d)	12181 London Symphony Orchestra Limited	£157,155	£172,000
e)	12043 Shine	£75,000	£78,750
<i>Total Making London More Inclusive</i>		£232,155	£250,750
<u>Older Londoners</u>			
f)	12011 Connaught Opera	£33,660	£20,000
<i>Total Older Londoners</i>		£33,660	£20,000
<u>Reducing Poverty</u>			
g)	12047 North Kensington Law Centre	£106,100	£150,000
<i>Total Reducing Poverty</i>		£106,100	£150,000
<u>Resettlement and Rehabilitation of Offenders</u>			
h)	12128 PLIAS Resettlement	£120,090	£120,000
<i>Total Resettlement and Rehabilitation of Offenders</i>		£120,090	£120,000
<u>Strengthening London's Voluntary Sector</u>			
i)	12138 Community Action Southwark	£146,884	£146,900
<i>Total Strengthening London's Voluntary Sector</i>		£146,884	£146,900

Strategic Initiatives

j)	12251	Young Philanthropy	£71,750	£71,750
k)	12252	Thames21	£340,000	£340,000
Total Strategic Initiatives			£411,750	£411,750

Grand Totals **£1,141,189** **£1,186,450**

MEETING 10/04/2014

Ref: 11605

ASSESSMENT CATEGORY - Improving Londoners' Mental Health

Paladin - National Stalking Advocacy Service CIC

Adv: Jenny Field

Base: Lambeth

Benefit: London-wide

Amount requested: £120,000

{Revised request: £140,000}

Amount recommended: £140,000

Purpose of grant request: A caseworker to assist and support traumatised London female victims of stalking and harassment.

Background

Paladin is a new organisation that has been established by Harry Fletcher, (for many years, Assistant General Secretary of Napo, the trade union for the probation service and family courts) and Laura Richards, a criminal behaviour analyst and an adviser to the Association of Chief Police Officers (ACPO). Its inception followed a campaign that gathered cross-party support and which resulted in stalking becoming a crime in May 2012. It was officially launched in July 2013 in the House of Lords by Baroness Brinton.

Its aims are to provide advocacy for victims of stalking; expertise in risk identification; and safety and security advice for victims' families. It is a Community Interest Company of which the charity, Safer Places, holds a 30% share. It is constituted so that in the event of it being wound up due to insolvency, its assets would be transferred to Safer Places once all its liabilities had been met.

Safer Places provides accommodation and community based support to victims of domestic violence and their children. It is overseeing Paladin's development and is providing all the necessary organisational infrastructure to support Paladin's delivery of direct services. The financial function is being separated from the main activities of Safer Places through a separate bank account, management and statutory accounts and independent auditors.

The Company Secretary of Safer Places is a board member of Paladin which in turn reports quarterly to the trustees of Safer Places. As this is Paladin's first year of operation, and given the close relationship between the two organisations, it is proposed that if you agree to make a grant today that it is received by Safer Places on behalf of Paladin.

Funding History

None

Current Application

This application has been made under your 'Improving Londoners' Mental Health' programme. In the majority of cases, stalking takes place over several years, causing severe psychological distress – over 80% of stalked women suffer significantly with psychological and mental health issues. Figures from the ACPO

Homicide Working Group 2003, for example, showed that 1 in 2 victims had been stalked for more than 18 months and 42% stalked for more than 2 years. 50% of stalking victims are victims of domestic violence, with domestic violence stalkers more likely to be violent than any other type of stalker.

Funding for one London Caseworker over three years has been secured from Trust for London (TFL). You are requested to provide funding for a second London Caseworker over three years. However, funding from TFL totals £100,000 over three years, leaving a shortfall of £20,000. Paladin has therefore revised their request to include this sum in addition to the £120,000 originally requested. If this funding is agreed, one of the Caseworkers will cover North London, the other South London. The Caseworker is responsible for working directly with victims, risk assessing new referrals and ensuring that the victim's voice is heard locally and at appropriate risk management meetings. The person appointed will work closely with local agencies and the Metropolitan Police to ensure that there is a co-ordinated, multi-agency approach that is responsive to the needs of high risk victims of stalking.

National Stalking Helpline statistics (2011) show that the majority of victims are women (80.4%) and Paladin's services, therefore, predominantly target female victims. The caseworker would support between 20 and 30 women at any one time, meaning that at least 50 to 60 women would benefit annually. Issues arising from the casework will be used to inform the wider policy debate. In addition, it is proposed to establish a network of victims to provide each other with mutual support.

Financial Observations

Paladin

Paladin registered with Companies House on 15th January 2013 and commenced trading in April 2013. Its first set of accounts will therefore cover the 15 months to 31st March 2014. The financial information provided in the Question 8 of the application form shows this first year based on actual income and expenditure to December 2013 and projected figures for the final 3 months of the year to 31st March 2014. Income is projected to be £339,523, of which £247,866 (73%) had been confirmed as at 28 January 2014. After expenditure of £214,975, a surplus of £124,548 (37% of turnover) is projected, entirely on unrestricted funds. Paladin has not yet developed a formal reserves policy but is likely to set a target of holding three months' worth of running costs in reserve. Free reserves after the first year are projected to total £124,548, which equate to 3.7 months' worth of forecast 2014/15 expenditure.

Paladin's forecast for the coming year 2014/15 shows income of £408,804, of which £268,804 (66%) was confirmed as at 28th January 2014. Projected expenditure is £310,180, leaving an overall surplus of £98,624, comprising £63,624 on restricted funds and £35,000 on unrestricted activity.

Safer Places

Audited accounts for the year ended 31st March 2013 show a surplus of £333,912 (11% of turnover) wholly on unrestricted funds. Its reserves policy is to hold sufficient reserves to continue its services for 3 months in the event of a significant variation in income; meet its pension liability; and to support its planned maintenance programme for the properties it owns. Free unrestricted reserves of £957,595 were

held as at 31 March 2013, equating to 3.8 months' worth of operating costs based on projected expenditure for 2013/14. A deficit of £74,000 is projected for 2013/14.

Officer's Appraisal

Paladin is well-networked in to organisations such as the National Stalking Helpline, Women's Aid, Refuge and other organisations in contact with women who are traumatised as a result of being stalked. It is currently working in partnership with Sara Charlton Charitable Foundation and Women's Aid, for example, to campaign for a new law to criminalise domestic violence. Providing a voice for those traumatised through being stalked will help to reduce the psychological distress caused and this application is therefore a good fit with your 'Improving Londoner's Mental Health' programme.

Recommendation

£140,000 over three years (£46,000; £46,500; £47,500) towards the salary of a Caseworker and to meet the shortfall in the salary of a second caseworker to provide an advocacy service for victims of stalking in London, the grant to be received by the charity Safer Places.



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)

11605

Date Received:

27. Dec 12

Programme
Area:

3

1. About your organisation

Name of organisation applying for grant: Paladin - National Stalking Advocacy Service CIC	
If the organisation is part of a larger organisation, what is its name? Safer Places (charity no 1018832 - established 1976)	
Address for correspondence [REDACTED]	
Postcode: [REDACTED]	
Is this your home address? Yes	
Contact person: Mr Laura Richards/Harry Fletcher	Position: Co-Directors
Phone: [REDACTED]	Fax: [REDACTED]
E-mail: [REDACTED]	
Website:	
Legal status of organisation: Community Interest Company - Company No 02789572	
If registered, please give charity number: Safer Places - 1018832	
Year and month organisation established: Paladin NSAS December 2012	

2. Request for funds

Under which of the Trust's themes are you applying (see our website or brochure for further details)? Improving Londoners' mental health
Purpose for which funds are requested: (25 words maximum) A caseworker to assist and support traumatised London female victims of stalking and harassment.
How much funding is requested? Year 1: £40,000 Year 2: £40,000 Year 3: £40,000 Total: £120,000

3. Aims of your organisation

To change society's preception of stalking - it is an evil act that brings intimidation, fear and sometimes death to the victim. The behavioural characteristics of the stalker are easily recognised, yet practitioners and professionals in the criminal justice system struggle to indentify, assess and manage risk.

4. Main activities of your organisation

Laura Richards and Harry Fletcher have campaigned for early risk assessment and intervention by the police and the courts. We engage in awareness raising projects to attempt to change attitudes. The stalking victims' advocacy service will be unique and pioneering: it will give a voice to victims and provide advocacy, support, expertise in risk identifcation, intervention crucial to homicide prevention, and safety and security advice for victims families. In addition the service will campaign in parliament and in the press, by extrapolating from casework experiences and will be engaged in post-legislative scrutiny.

5. Number of staff

Full-time	Part-time	Management committee members	Active volunteers
4	2	6	10

6. How do you support your volunteers?

Volunteers are supported by Laura Richards who provides guidance and advice on risk so that volunteers can help and support each other.

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	Three years

8. Finance

DRAFT FORECAST

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

Financial year ended -

Month: March

Year: 2014

Income received from:	£
Voluntary income	247,866
Activities for generating funds	
Investment income	
Income from charitable activities	91,657
Other sources	0
Total Income	339,523

Expenditure:	£
Charitable activities	208,077
Governance costs	1,686
Cost of generating funds	5,212
Other	0
Total Expenditure	214,975
(Deficit)/surplus for the year:	124,548

Asset position at year end	£
Fixed assets	
Investments	
Net current assets	124,548
Long-term liabilities	
*Total A	124,548

Reserves at year end	£
Endowment funds	
Restricted funds	41,050
Unrestricted funds	83,498
*Total B	124,548

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

12. Previous funding received

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

	Year: 2009	Year: 2010	Year: 2011
(i) None			
(ii) None			
(iii) None			
(iv) None			
(v) None			
(vi) None			

13. Previous grants received

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

	Year: 2010	Year: 2011

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

The Advocacy Service will be located in a building which has a current 'lights off' policy and which has replaced its lighting with a low energy source; that uses food sources locally; and that encourages its staff to use public transport. The Advocacy Service will not be travelling by airplane outside of the UK, or for that matter within it. In addition conference calls will be used to replace meetings where possible to reduce travel.

15. Purpose

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

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

The application for a grant is to provide funds to employ a London caseworker for an advocacy service for predominantly female victims of stalking.

During the past 18 months we have campaigned, with all Party support, to establish a specific stalking law for England and Wales. During the course of the campaign we met with scores of politicians from all Parties, including Leaders; and eventually secured the support of Yvette Cooper, on behalf of the Labour Party, Lynne Featherstone, for the Liberal Democrats and, finally, in March this year, of the Prime Minister. Stalking became a crime at the beginning of May 2012.

At the centre of the campaign were the female victims themselves, who were able to relate their appalling experiences to a unique independent parliamentary inquiry which we set up. They were able to explain how they were not taken seriously by the criminal justice system and how they were victimised again should their stalker take out vexatious applications through the civil and family courts.

We believe that an advocacy service is needed to complement the legislation we fought for. By working with women who are being stalked and by helping them access the criminal justice and family court systems properly, the project will be able to make a difference to their lives. In the majority of cases stalking activity can go on for years and cause severe psychological stress. Over half of women who are stalked in real life and online suffer severe post traumatic stress disorder symptoms, similar to that of a bombing victim. Research has shown that 80% of stalked women suffer significantly with psychological and mental health issues. Most stalking victims are isolated and frightened. Over the last two years we have gathered numerous examples of women who have lost their jobs, had nervous breakdowns, suffered from anorexia and been confined to their homes. The overwhelming majority feel stigmatised and are extremely vulnerable.

Part of the project will be to produce detailed guidance for employers to help them support employees who have been exposed to the trauma of stalking or harassment. In addition the project would offer advice and support to any individual London employees who have been stalked and traumatised. Similar guidelines will be produced for GPs, social workers, church leaders and local authority councilors.

The project will work closely with the Stalking Helpline, Womens Aid, Womens Refuge and other organisations that come into contact with traumatised stalking victims. We will work with those women who are at high risk. The main objectives will be:

- Advocacy and support for and empowerment of vulnerable high risk female victims;
- The provision of expertise on risk identification, assessment and management;
- To advise on safety and security for victims and their families;
- To extrapolate from case material and campaign for further change in the press and parliament.
- To establish a network for victims to provide mutual support
- To engage in test case advocacy

We have been actively recruiting a team of parliamentary patrons. Currently those who have agreed are: Lord Ramsbotham (Cross Bencher); Baroness Howe (Cross Bencher); Baroness Royall (Labour Leader in the Lords); Robert Buckland MP (Conservative); Baroness Scotland (former Labour Attorney General); Baroness Linklater (Liberal Democrat); Baroness Brinton (Liberal Democrat); Elfyn Llwyd (Plaid Cymru). We will also be recruiting a reference group comprising female victims of stalking and frontline probation officers, police officers and lawyers; who have a thorough understanding of the needs of victims and why perpetrators should be properly treated.

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

All casework interventions will be monitored and outcomes measured using the attached data spreadsheet. We believe we have the right experience and have shown this by delivering a new law, through parliament, in a period of just over a year. We believe passionately that passing the law is not enough; support and advocacy for victims and further campaigning is needed in order to deliver protection properly

17. Beneficiaries

How many people will benefit from the grant per year? **The London caseworker would support 20-30 women at any one time - minimum 50-60 per year**

In which local authority is your organisation based?

Lambeth

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

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

The service will be offered to all 32 London Boroughs and the City of London

At what address will the activity be located? **The Centre for Crime and Justice Studies, 2 Langley Lane, SW8 1GB**

What age group will benefit? **All**

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

	%		%
White - British		Black - Caribbean	
White - Irish		Black - African	
White - Other (please describe)		Black - Other (please describe)	
Asian - Indian		Black - British	
Asian - Pakistani		Chinese	
Asian - Bangladeshi			
Asian - Other (please describe)		Other (please describe)	

Open to everyone

YES

What proportion of the beneficiaries will be disabled people?

Not possible to ascertain at this stage but would intend to work with relative local and national charities

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 £
Staff Salaries	190,000	190,000	190,000	570,000
Staffing Overheads	25,000	25,000	25,000	75,000
Office rental	25,000	25,000	25,000	75,000
Office overheads (IT, phone, facilities)	20,000	20,000	20,000	60,000
Printing, conferences, expenses	20,000	20,000	20,000	60,000
TOTAL	280,000	280,000	28,000	840,000

What income has already been raised?

(List amounts and main sources)

Source	Year 1 £	Year 2 £	Year 3 £	Total £
Westminster Trust	50,000	50,000	50,000	50,000
Kenneth Green Associates	25,000	25,000	25,000	75,000
JRRT (provisional)	35,000	35,000	35,000	105,000
Police Mutual	15,000			
TOTAL	125,000	110,000	110,000	345,000

What other funders are currently considering the proposal?

Second Stage - Esmee Fairbairn (£35,000), Big Lottery Foundation (£120,000), Trust for London (£40,000)

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 £
London Case Worker	40,000	40,000	40,000	120,000
TOTAL	40,000	40,000	40,000	120,000

20. Funding requested from the Trust (continued)

When will the funding be required? **If possible by end of February 2013**

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

If so, how will it be resourced? **Ideally we would want the activities to continue beyond the three year period. We will be actively fundraising during this time and also be in regular dialogue with the Home Office, the Ministry of Justice and advisors at Number 10 about future state funding.**

If any planning or other statutory consents are required for the project to proceed, what stage have the applications reached? **No consents are needed.**

Declaration on behalf of applicant organisation

I, **Harry Fletcher** (your name)

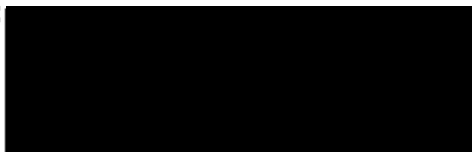
am an authorised representative of

Paldin - National Stalking Advocacy Service (your organisation)

within which I am **Co-director** (your position)

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

Signature



Date

20/12/12

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 10/04/2014

Ref: 12133

ASSESSMENT CATEGORY - Improving London's Environment

Friends of Tower Hamlets Cemetery Park

Adv: Tim Wilson

Base: Tower Hamlets

Amount requested: £49,050

Benefit: Tower Hamlets

Amount recommended: £49,050

Purpose of grant request: To enable us to establish environmental training, leisure learning and practical environmental consultancy as self-financing and mission fulfilling activities.

Background

In 1832, and in response to overwhelming pressure on London's existing churchyards, Parliament authorised private companies to establish seven suburban garden cemeteries. These landscaped public cemeteries included the City of London and Tower Hamlets Cemetery, which was opened in 1841.

However, the cemetery was soon overcrowded and the company operating the site in financial difficulty. The cemetery became rundown over the course of the twentieth century. In 1966 the Greater London Council bought the site and closed the cemetery for burials. Work started to clear the site but was met by strong local opposition. In 1986 ownership passed to Tower Hamlets Council.

Today, the cemetery is a large public park in an area of high population density. The Friends of Tower Hamlets Cemetery Park formed in 1990 as a group of local residents concerned to maintain the park, and encourage greater use of the space. The Friends manage the cemetery park under a service level agreement with Tower Hamlets Council. In addition to the upkeep of the space, the charity offers guided walks, workshops, and environmental education. The charity has built partnerships with local schools, addiction charities, and young offenders' teams.

Funding History

In 2001, under your Small Grants scheme, you awarded £2,000 to help the Friends build a wheelchair-accessible maze in a recently created meadow. In 2005 the organisation had an application for a community liaison officer rejected on the basis that it had not provided sufficiently clear evidence of need.

Current Application

The Friends wish to develop their environmental education services through the recruitment of a full time Training, Leisure Learning and Community Consultancy Coordinator. Having established a good network of contacts across voluntary, statutory and private sectors, the new post holder would provide dedicated time to develop existing projects and approach new partners. This would allow the organisation to engage with a larger number of cemetery park users, and to start covering a greater proportion of its running costs through activities such as corporate volunteering, on which it can levy fees.

The current staff team is responsible not only for the maintenance of a large site, but also for running activities, and managing the organisation. This leads to weekend and evening working as well as a heavy reliance on the volunteer network. The charity describes its approach as more reactive than it would like, and whilst it has built good momentum with its current programme, it is unable to make full use of this without further resources.

The Friends will build its current training programme, develop its consultancy services, and strengthen its approach to data gathering. The proposed work has been designed in order to engage a greater number of Londoners with the environmental education associated with the cemetery park.

Financial Observations

Independently examined accounts for the year ended 31st March 2013 show a surplus of £16,029 (14.4% of turnover), comprising a surplus of £20,261 on restricted funds partly offset by a deficit of £4,232 on unrestricted funds.

The reserves policy states that the organisation aims to hold free unrestricted reserves equivalent to a minimum of 3 months' operating costs, which equates to a target holding of at least £36,944 based on budgeted expenditure for 2014-15. At 31st March 2013, the organisation held free unrestricted reserves of £16,560 an amount equating to 1.3 months' worth of budgeted expenditure for 2014-15.

The latest forecast for the current year 2013-14 shows total income of £98,034 all of which is confirmed, and a deficit of £23,670 (24.1% of turnover), comprising £20,285 on restricted funds and £3,385 on unrestricted funds.

The budget for 2014-15 shows a surplus of £959 (0.6% of turnover), comprising a surplus of £4,719 on unrestricted funds partially offset by a deficit of £3,760 on restricted funds. Total income is expected to be £148,735, of which £50,660 (34%) has been confirmed as at 18 March 2014. £37,290 (25.1%) is subject to pending grant applications including £19,050 from this application to CBT today, £36,000 (24.2%) is anticipated donations from individuals and corporations, and a further £24,785 (16.7%) is forecast from general fundraising, training and consultancy.

Officer's Appraisal

The Friends is a powerful example of successful community action where local residents worked together to improve an asset that was at risk of closure and redevelopment. As a result, East London has retained a substantial, biodiverse, green space which provides many local young people with their first environmental education. The current application will allow the Friends to invest in their core activities and develop their business model. It is hoped that this will help the organisation to become more sustainable.

Recommendation

£49,050 over three years (£19,050; £15,000; £15,000) towards the costs of a full time (37.5 hours per week) Training, Leisure Learning and Community Consultancy Coordinator to develop the charity's environmental education services.

The City Bridge Trust

Investing In Londoners: Application for a grant



About your organisation

Name of your organisation: Friends of Tower Hamlets Cemetery Park	
If your organisation is part of a larger organisation, what is its name? N/A	
In which London Borough is your organisation based? Tower Hamlets	
Contact person: Mr Kenneth Greenway	Position: Cemetery Park Manager
Website: http://www.fothcp.org	
Legal status of organisation: Charitable company	Charity, Charitable Incorporated Company or company number: 1107136
When was your organisation established? 07/05/1990	
Aims of your organisation: Promote the Park as an educational and recreation resource. Secure public access to and enjoyment of the Cemetery. Conserve the natural plants, animals and bird life of the Cemetery and, so far as practicable, of its surroundings. Preserve the historic monuments, buildings and memorials..... Liaise with the Tower Hamlets Borough Council, its agencies and other interested bodies in working out and putting into effect, plans for the future of the Cemetery. Promote research into subjects directly connected with the objects of the Friends, and to publish and distribute the results.... To act as a coordinating body and to cooperate with the local authority, other local and statutory authorities, voluntary organizations, charities and persons having aims similar to those of the Friends. Publish and distribute papers, reports and other literature. Make surveys and prepare maps and plans, collect information relating to the Cemetery. Hold meetings, lectures and exhibitions. Stimulate public interest in the Cemetery and give advice.	
Main activities of your organisation: Management and development of Tower Hamlets Cemetery Park and Ackroyd Drive Greenlink Local Nature Reserve ("the LNR"). We fulfil our Service Level Agreements with the Council and go as far beyond as resources allow, in accordance with our Aims. We manage a safe, clean, attractive, accessible and biodiverse space and encourage its full use. We promote it by publicity, publication, social networking and public events (including 60 conservation days, 50 walks, talks etc: Yearly).	

We have heavy involvement with corporate volunteering, fundamental both for physical input and donations.
 We are embedded in our local area through partnerships with other parks, social housing landlords and residents, food-growing groups etc.
 Our history group has been researching graves since 1990, amassing a rich data collection, publishing some of its fruits, and dealing with 700 grave enquiries yearly.
 To underpin all this, we maintain the "Friends" governance, solvency, and effectiveness, thus retaining the loyalty and commitment of staff, members, volunteers and partners.

Number of staff

Full-time:	Part-time:	Management committee members:	Active volunteers:
2	0	8	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?
Rented	3

Environmental Impact

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

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

Grant Request

Details of grant request

Under which of City Bridge Trust's programmes are you applying? Improving London's Environment
Which of the programme outcome(s) does your application aim to achieve? More people reporting improved wellbeing through greater use of open spaces and through growing and greening initiatives More Londoners with a greater knowledge and understanding of the 'green' environment and biodiversity
Please describe the purpose of your funding request in one sentence. To enable us to securely establish environmental training, leisure learning and practical environmental consultancy as self financing and mission fulfilling activities.
When will the funding be required? 02/06/2014
How much funding are you requesting? Year 1: £19,050 Year 2: £15,000 Year 3: £15,000 Total: £49,050

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're committed to extending the activities permanently by making the activities fully self-funded. We're confident this is realistic. In 2012 - 13 we brought in net revenue of over £11,000, despite our capacity limitation. Our partners Ecotherapy provided a bedrock for project implementation for which we're able to pay them from gross revenues.

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

We have long been aware of the importance of environmental training, leisure-learning, and consultancy ("training" for short). Three years ago we began developing it as an income-earning activity. It is key to strengthening our capabilities and fulfilling aspirations for "Purpose and Vision" in our Business Plan.

We have been small scale and intermittent because of the capacity limitation imposed by our having, until November 2012, only one staff member, plus significant volunteer input, in this area. We employed a second staff member with a one-year windfall grant from Tower Hamlets Council. We have extended this staff contract for six months, and hope to maintain it indefinitely, because it enables us to earn extra revenue. It gave us the capacity to carry out a contract to consult on and design biodiversity improvements in a local park, then implement them, involving volunteers and offering training. We also ran seven "Wild Food" days this year, yielding £2,300, with "The Amazings" a local social enterprise.

We have stretched ourselves because the people who approach us think we offer the best way to meet their requirement and because we need to test and clarify ideas. We have been remarkably successful both in terms of market response, and in feedback. We have established that the LNR (Tower Hamlets Cemetery Park and Ackroyd Drive Greenlink) is an inspiring biodiversity teaching resource. The LNR scored very highly for the Community Green Flag Award in 2012 and 2013, and this year was voted among the country's 20 most popular parks in Keep Britain Tidy's "People's Choice Award". It featured in the BBC series "Britain's Big Wildlife Revival".

Grant funding is essential to overcome capacity constraints and establish self-funding activity. Of our proposed budget of £101,000, we have secured £52,000, £30,000 of which is conditional on securing the whole sum.

The new staff member would:

- a) Develop the infrastructure for the delivery of "training" (described under "Activity 5"). Other staff and volunteers will also be able to contribute.
- b) Share responsibility for running the LNR. This will "ground" them in operations, increase overall staff flexibility and release time for other staff members and volunteers to be involved in the "training" activities.

The appointee may train where their own skills fit. Others already have much relevant expertise. "Trainers" may also be hired in.

Our premises are shared with "Setpoint London East", delivering scientific and environmental education to schools. Another building, the old Cemetery Lodge, has become available. Tower Hamlets Council is seeking the funds to make it fit for public use and extend it to enlarge capacity. They will then give us a 25-year lease. "Training" activities would be a major use.

"Work to Support the Environmental Education of Londoners" will be achieved by formal training, leisure learning or by participating in development and implementation of environmental projects where we have "practical consultancy". This contributes to people's knowledge and skills, and has direct effects on biodiversity. Our approach to

projects emphasises recycled materials, composting, and minimizing management needs by working with the grain of nature.

Most of our membership, including Trustees, lives in Tower Hamlets. We know and listen to park users, who are a good cross-section of the community. We are a volunteer-controlled organisation. Staff enable maximum volunteer involvement in all activities. We welcome and support our volunteers. Many, including both individuals and corporate groups, have links of 10 years or more with us.

We recycle systematically and use recycled materials wherever possible, in the office and park. We have no vehicle. Logs are used in habitat enhancement. Other green waste is composted, then given to food-growing projects.

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.

Develop training sessions and courses, certificated and uncertificated, to be delivered in the Local Nature Reserve, and other venues if appropriate (for example, in other parks, on housing estate grounds). Courses and sessions may be delivered by Friends staff or volunteers, or by other individuals or training delivery bodies.

Developing "leisure learning" activities which people choose primarily for their personal interest or to support their voluntary environmental activities. We already have Wild Food and Green Woodworking. Other areas we propose include: understanding wildflowers and managing for them; wildlife gardening; natural dyeing; beekeeping, stonecarving.

Continue to develop practical environmental consultancy. So far we have done this reactively, on invitation. The project will enable us to be proactive and thorough. We work with projects that seek to improve biodiversity, food growing, community involvement and to use ecological methods wherever appropriate.

Ensuring that activities contribute maximally to the goals of the "Purpose and Vision" statement in our Business Plan, and to the objectives of stakeholders, including funders and the Borough Council. Especially to ensure that local people are not denied training valuable to them and the community, for financial reasons.

Establishing and continuing to develop the infrastructures of the project. That is, the contacts, structures, databases, facilities and procedures required to plan, promote, deliver, administer, evaluate and monitor the programmes. Reporting on them to funders, other interested stakeholders and the "Friends" Trustee Board.

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.

Extended and deeper practical consultancy work in the local community, with partners like East End Homes, Community Land Trust (St Clements) and Tower Hamlets Council (especially through Parks and the local Biodiversity Action Plan Partnership). This will result in a bigger, more secure impact on local open spaces and communities.

Training and leisure -- learning activities will not only enrich peoples' lives, capabilities and environmental understanding, but lead to new ideas, new

contacts, strengthening other projects and practical consultancy. They will enlarge the group of people who know and value the LNR and will engage with it subsequently.

When we lease the Cemetery lodge, although we will have three years rent free, we must meet equipment and running costs and have presence and activities. The "training" agenda will be key to our strategy. Our commitment to training has influenced the Council positively on its attitude to the Lodge.

The "Friends" organisation will be strengthened. Three staff will require improved procedures and internal communications. We will add new talents and viewpoints. We will gain resilience against any one staff member leaving. Income will be enlarged and diversified. All this will secure and improve Park services.

We have a key partner in Grounded Ecotherapy, and were essential to its genesis. "Grounded" is now a remarkably successful social enterprise, of Providence Row Housing Association, engaging people with histories of substance abuse and/or mental health problems. Expansion would enlarge opportunities for "Grounded" as a paid delivery partner.

Who will benefit?

About your beneficiaries

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

500

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

Tower Hamlets (70%)

Several NE London (15%)

Several SE London (10%)

London-wide (5%)

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?

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
Staff direct employment costs (inclusive costs)	27,870	28,985	30,145	87,000
Equipment: computer equip, projection, furniture	5,350	0	0	5,350
Equipment: Hort/greenspace delegate equip	1,500	500	500	2,500
Materials: training materials/software	2,500	350	350	3,200
Marketing	1,500	750	750	3,000
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0

TOTAL:	38,720	30,585	31,745	101,050
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What income has already been raised?

Source	Year 1	Year 2	Year 3	Total
Esmee Fairbairn Foundation	15,000	15,000	0	30,000
Goldman Sachs	2,000	3,000	17,000	22,000
	0	0	0	0
	0	0	0	0

TOTAL:	17,000	18,000	17,000	52,000
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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

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 direct employment costs (inclusive costs)	15,000	15,000	15,000	45,000
Equipment: computer equip, projection, furniture	4,050	0	0	4,050
Equipment: Hort/greenspace delegate equip	0	0	0	0
Materials: training materials/software	0	0	0	0
Marketing	0	0	0	0
	0	0	0	0

TOTAL:	19,050	15,000	15,000	49,050
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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	57,342
Activities for generating funds	53,835
Investment income	66
Income from charitable activities	0
Other sources	0
Total Income:	111,243

Expenditure:	£
Charitable activities	93,414
Governance costs	1,800
Cost of generating funds	0
Other	0
Total Expenditure:	95,214
Net (deficit)/surplus:	16,029
Other Recognised Gains/(Losses):	0
Net Movement in Funds:	22,423

£16,029 TV

Asset position at year end	£
Fixed assets	121
Investments	0
Net current assets	59,423
Long-term liabilities	0
*Total Assets (A):	59,544

Reserves at year end	£
Endowment funds	0
Restricted funds	42,863
Unrestricted funds	16,681
*Total Reserves (B):	59,544

*** 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? 51-60%
--

Organisational changes

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

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	31,900	31,900	63,305
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 £
	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: Kenneth Greenway
Role within Organisation:	Cemetery Park Manager

MEETING 10/04/2014

Ref: 12135

ASSESSMENT CATEGORY - Improving Londoners' Mental Health

One North East London

Adv: Julia Mirkin

Base: Redbridge

Amount requested: £41,500

Benefit: Several NE London

Amount recommended: £38,000

Purpose of grant request: To maintain the provision of education, counselling and support for young carers/children affected by parental addiction.

Background

One North East London (1NE) has been providing treatment for people with alcohol and drug problems since 1987 and was the first organisation in Waltham Forest to receive the QuADS (Quality in Alcohol and Drug Services) quality standard (an organisational standards framework developed by Alcohol Concern and SCODA). 1NE's treatment is distinctive in that it provides abstinence-based treatment, which aims to support addicts to stop using drugs and alcohol permanently. The alternative approach is 'harm minimisation', which aims to help addicts maintain a reasonable level of health while using drugs and alcohol. 1NE considers addiction to be a generational illness that, if untreated, can severely affect the lives of children growing up with addicts, perpetuating the problem in later generations. This position is supported by findings from the Alcohol Concern report, 'Swept under the Carpet: Children affected by Parental Alcohol Misuse', which states that 78% of young offenders who misuse alcohol were found to have grown up in homes with parental alcohol abuse. 1NE offers a programme for the relatives of addicts, reinforcing its holistic approach. The NE Teens project, for which support is requested, grew from the relatives' service. Since 2008, however, the NE Teens project has been a discrete element of 1NE's programme.

Funding History

You have awarded two grants to 1NE, the first being for its Relatives' Service. However, you were also one of the first funders to support the NE Teens Project and awarded a grant of £23K over 12 months in 2009. This grant was monitored satisfactorily by your officers.

Current Application

1NE requests funding towards the salary costs of its specialist Counsellor for children and young people, who leads and manages the NE Teens project. NE Teens offers one-to-one therapy by a qualified Counsellor to children and young people (12-21 years) who are affected by parental addiction. As children and young people often lack the capacity and vocabulary to process and express how they feel - and because they are often dealing with normal but complicated issues associated with adolescence as well - their treatment requires a carefully tailored approach. The NE Teens project offers solutions-focussed treatment that aims to equip children and young people with the knowledge and skills to understand and cope with the problems caused by parental addiction: without this support, young people with poor mental health commonly express feelings of anger with violence, or commonly self-harm in response to anxiety. Treatment aims to educate beneficiaries about the risks

of behaviour that often become normalised; it also aims to educate beneficiaries about healthy relationships, supporting them to identify and nurture fulfilling relationships outside of the home. Referral to the NE Teens project is, for the most part, through a local school, with which 1NE has developed a strong relationship. However, some referrals come from users of 1NE's main treatment programme or come through self-referral. Teachers often notice unusual behaviour, which along with poor academic performance and poor attendance is a common indicator that a young person is experiencing difficulty at home. A factsheet produced by 'Balance: Getting the measure of Alcohol', stated that parental alcohol misuse has been identified as a factor in over 50% of child protection cases.

The NE Teens project works with approximately 40 children or young people per year. However, treatment is flexible and responsive to individual's needs - varying from an average of 24 weeks to two years of regular treatment. The Counsellor uses a 'Clinical Outcomes Routine Evaluation' (CORE) measurement tool to monitor changes in beneficiaries' mental health. During the three-year funding period, 1NE aims to support 60 young people to re-engage with their education and reduce behaviour that puts them at risk.

Financial Observations

Audited accounts for the year ended 31st March 2013 show a surplus of £31,006 (10.8% of turnover), comprising £40,927 on unrestricted funds partly offset by a deficit of £9,921 on restricted activity.

The charity's reserves policy states that it aims to hold in free unrestricted reserves 3 months' worth of expenditure, which based on the 2014/15 budget equates to £61,925. At 31 March 2013 free unrestricted reserves stood at £12,883 equating to 2.7 weeks' worth of total expenditure.

The latest forecast for the current year 2013/14 shows total income of £258,500, all of which is confirmed, and a surplus of £15,006 (5.8% of turnover) comprising £14,373 on unrestricted funds and £633 on restricted activity.

The budget for 2014/15 shows total income of £264,550, of which £225,050 (85%) had been confirmed as at 17th March 2014. After total expenditure of £247,700 a surplus of £16,850 (6.4% of turnover) is forecast comprising £16,260 on unrestricted funds and £590 on restricted funds. This unrestricted fund surplus would see the free reserves position increase to £43,516 by 31st March 2015, equating to 2.1 months' worth of total expenditure.

Officer's Appraisal

1NE has received the GlaxoSmithKline Impact Award twice, which recognises and rewards charities doing excellent work to improve people's health in the UK. The Rt. Hon. Iain Duncan Smith MP is a patron of 1NE and nominated its Clinical Manager for a House of Commons Volunteer Heroes Award. Since submitting its application, 1NE has secured £5K towards project costs in year one, reducing its request to CBT.

Recommendation

£38,000 over three years (£8,000; £15,000; £15,000) towards the salary costs of the full-time Counsellor for the NE Teens project.

The City Bridge Trust

Investing In Londoners: Application for a grant



About your organisation

Name of your organisation: One North East London	
If your organisation is part of a larger organisation, what is its name?	
In which London Borough is your organisation based? Redbridge	
Contact person: Ms Fiona Dunwoodie	Position: Business Manager
Website: http://www.1ne.org.uk	
Legal status of organisation: Registered Charity	Charity, Charitable Incorporated Company or company number: 1080673
When was your organisation established? 01/04/1991	
Aims of your organisation: <p>1NE aims to reduce the devastation addiction creates to individuals, families and the local community and break the cycle of addiction within families. We help addicts maintain an abstinence based lifestyle enabling them to resume their as fully functioning members of the community. Since 1992 our Relatives service has provided support for anyone affected by another's addiction and in 2008 we introduced NE Teens, a service for young carers/children affected by parental addiction.</p>	
Main activities of your organisation: <p>Our abstinence based treatment programme weekly provides: 16 therapy groups, two afternoon after care groups, two long term evening support groups, four relaxation sessions, reflexology and yoga. Our Relatives service provides individual counselling, couples counselling for parents of addicts, group therapy and evening support. NE Teens offers individual counselling at the centre and also for students in a local school.</p>	

Number of staff

Full-time:	Part-time:	Management committee members:	Active volunteers:
4	6	8	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?
Leased	24 years

Grant Request

Details of grant request

Under which of City Bridge Trust's programmes are you applying? Improving Londoners' Mental Health
Which of the programme outcome(s) does your application aim to achieve? More children and young people receiving specialist help, resulting in improved mental health
Please describe the purpose of your funding request in one sentence. To maintain the provision of education, counselling and support for young carers/children affected by parental addiction.
When will the funding be required? 01/04/2014
How much funding are you requesting? Year 1: £11,500 Year 2: £15,000 Year 3: £15,000 Total: £41,500
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 intend the NE Teens service to be embedded into 1ne as a constant element of our services. Since 2008 we have raised funds from a wide range of sources and now have regular annual donors. We will continue to approach other charitable trusts and foundations to maintain this project.
If you need any planning or other statutory consents for the project to proceed, what stage have the applications reached?

Summary of grant request

An estimated 3.6 million children live with parental addiction, having a devastating effect and causing problems that follow them into adulthood. Childline states that heavy drinking was a factor in over 50% of child protection cases. They receive over 100 calls a week from children regarding parents' drinking.

Children of addicts may suffer trauma, domestic violence and chaotic family. Schooling is affected with higher incidents of problem behaviour and truancy (40% of students referred for counselling within schools are affected by parental addiction). They are four times more likely to develop disorders such as chemical abuse, attention deficit hyperactivity disorders and depression. In adult life these behaviours continue, making communication and relationships difficult.

The counsellors work two days a week in a local school providing individual counselling, specialist consultancy and supervision for staff on the effects of parental addiction on children, and the impact on their engagement and behaviour in school. Further we aim to increase counselling sessions at our centre for those referred via other agencies.

We aim to improve overall mental health of young people increasing their confidence and the ability to develop positive healthy relationships. With improve their self-esteem and they become able to re-engage in education/training. NE Teens makes interventions to challenge dysfunctional behaviour, open up freedom of choice and break the cycle of addiction. Studies show that when young people receive high levels of support it reduces the risk of disturbed psychological functioning and the continuing cycle of addiction.

1NE is the right organisation to provide this service as we are the only organisation in the area to provide this kind of service. One of our overall aims is to reduce the devastation addiction causes, breaking the cycle of addiction and deprivation within families. As a multi award winning service we have a proven track record of successfully providing abstinence based group therapy for people with drink and drug problems since 1987. For every addict there are an estimated 6 others affected. In 1992 we established a Relatives service for anyone affected by addiction. Combined, staff have over 150 years' experience working with addiction and recovery. Our NE Teens counsellor has worked with young people for over 6 years and has specialist training in both addiction and the effects of living with addicts and receives specialist supervision.

1NE provides a safe environment for young people to receive specialist help in sharing their fears and difficulties experienced with their parents, providing education, support and counselling. Educating children in the dynamics of addiction enables them to identify patterns in their family improving mental health and helping them to engage in healthy lifestyles. Parental addiction may result in young people being involved in the criminal justice system. Anger management is provided - 78% of young offenders who misuse alcohol have grown up with parental addiction.

Service users are actively encouraged to participate in the planning of services and were responsible for the design and wording of NE Teens leaflets, they decide on the number of sessions required, the format and where they wish to receive the support ie the centre or in school. We welcome people from all backgrounds and the school work is in an area that is culturally diverse with significant pockets of deprivation. 1NE enjoys the benefit of many volunteers who are supported with regular supervision and training opportunities. Volunteers established two independent associations and fundraise to provide additional support for service users. 1NE actively encourage staff and clients to reduce our carbon footprint by recycling, and use public transport. We replaced CRT monitors with LCD monitors and use energy saving lighting.

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.

We will provide 300 individual counselling sessions within the academic year in a local school for students affected by parental addiction in order to help them re-engage in their education

We will provide 100 individual counselling sessions for young people at the centre working with young people whose 1) parents are on the day programme, 2) young people referred by our Relatives Service, in order to teach them the skills to move forward with their lives

We will develop an information pack about the common problems of living with addiction and the impact on family functioning with further resources for young people to access. This will include questionnaires and problem solving techniques.

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.

20 to 25 students per year will show an improvement in behaviour and attendance and re-engage in their education

30 young people per year will gain the skills to enable them to move forward in their lives, developing healthy relationships and reducing dangerous behaviour e.g. involvement in gangs, substance misuse

40 young carers/children per year will have an increased knowledge in the process of addiction and the impact on family functioning and learn coping strategies.

Who will benefit?

About your beneficiaries

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

50

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

Several NE London (100%)

What age group(s) will benefit?

0-15

16-24

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?

0%

Funding required for the project

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

Expenditure heading	Year 1	Year 2	Year 3	Total
NE Teens Counsellor	32,174	32,979	33,803	98,956
Sessional NE Teens Counsellor	5,000	5,000	5,500	15,500
Supervision (Group and Individual)	1,120	1,140	1,160	3,420
Telephone	255	260	267	782
Literature	510	520	533	1,563
Stationery	513	526	540	1,579
Postage/Publicity	667	687	704	2,058
	0	0	0	0
	0	0	0	0

TOTAL:	40,239	41,112	42,507	123,858
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What income has already been raised?

Source	Year 1	Year 2	Year 3	Total
Henry Smith Charity	10,000	10,000	0	20,000
SI Luck Trust & Charles French Charity	5,500	5,500	5,500	16,500
Highams Park & Albert Hunt Trust	7,000	5,000	5,000	15,000
The Leigh Trust & St John's Southworth Fund	5,000	2,000	2,000	9,000

TOTAL:	25,500	22,500	12,500	62,500
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What other funders are currently considering the proposal?

Source	Year 1	Year 2	Year 3	Total
The Sir James Roll Charitable Trust	0	0	0	0
Volant	5,000	5,000	5,000	15,000
Green Hall Foundation	0	0	0	0
Garfield Weston Foundation	0	0	0	0

TOTAL:	5,000	5,000	5,000	15,000
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How much is requested from the Trust?

Expenditure heading	Year 1	Year 2	Year 3	Total
NE Teens Counsellor	11,500	15,000	15,000	41,500
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0

TOTAL:	11,500	15,000	15,000	41,500
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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	39,955
Activities for generating funds	0
Investment income	48
Income from charitable activities	241,550
Other sources	6,200
Total Income:	287,753

Expenditure:	£
Charitable activities	248,497 204,127
Governance costs	1,250 45,620
Cost of generating funds	7,000
Other	0
Total Expenditure:	256,747
Net (deficit)/surplus:	31,006
Other Recognised Gains/(Losses):	0
Net Movement in Funds:	0

Asset position at year end	£
Fixed assets	256,768
Investments	0
Net current assets	13,177
Long-term liabilities	0
*Total Assets (A):	269,945

Reserves at year end	£
Endowment funds	0
Restricted funds	236,010
Unrestricted funds	33,935
*Total Reserves (B):	269,945

* 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?
41-50%

Organisational changes

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

None

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	91,735	61,969	96,643
London Councils	0	0	0
Health Authorities	29,878	29,878	26,883
Central Government departments	147,088	0	0
Other statutory bodies	0	0	0

Previous grants received

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

Name of Funder	2010 £	2011 £	2012 £
Big Lottery	53,106	65,321	62,947
Henry Smith Charity	50,000	0	40,000
The Tudor Trust	50,000	0	0
Lloyds TSB Foundation	10,000	0	17,400
Garfield Weston	0	10,000	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: **Fiona Dunwoodie**

Role within **Business Manager**
Organisation:

MEETING: 10/04/2014

Ref: 12181

ASSESSMENT CATEGORY - Making London More Inclusive

London Symphony Orchestra Limited

Adv: David Farnsworth

Base: City

Amount requested: £157,155

Benefit: London-wide

Amount recommended: £172,000

Purpose of grant request: Delivery of LSO Create - creative music making activity for adults with learning disabilities at LSO St Luke's, the Barbican and in residential/day care centres.

Background

The LSO is a world-class Orchestra, based in the Barbican. Its mission is to engage the broadest mix of people with the highest quality and most evocative music-making. It has a pioneering education and community programme and attracts highly skilled, virtuosic musicians who are committed to exploring the application of their music practice for social benefit.

LSO Create is a programme of participatory music making activity for adults with learning disabilities. LSO Create participants make the LSO's music education centre, LSO St Luke's, their creative home and they perform on the Barbican stage. Through participation in music making, creating their own compositions, exercising control as they find their creative voice, adults with learning disabilities can feel more confident, stimulated, socially connected, and happier.

Funding History

You have supported LSO on three previous occasions, the first of which was with a capital grant in 1998 for access works to St Luke's. In April 2004 you granted £252,000 for a three-year project working with disabled people; whilst in September 2009 you awarded £180,000 for three years' work with young people in east London. All grants were successfully monitored.

Current Application

This application seeks to build on LSO Create's programme to date, and to capture the learning for wider impact. Over the three years it will support:

- 30 creative music making workshops delivered at LSO St Luke's for adults with learning disabilities and their carers;
- 72 outreach workshops delivering targeted creative music making activity in day care/residential home settings;
- 3 intensive performance projects per year, creating new music compositions using assistive technology and live and acoustic music making, culminating in performance with full Orchestra or section of orchestra;
- 36 lunchtime concerts at LSO St Luke's per year with discussion sessions, and 9 creative workshops for adults with learning disabilities to respond to the music in the concerts; and
- 9 open rehearsals with the opportunity for adults with learning disabilities to meet the musicians before the rehearsal and sit on stage with the Orchestra.

The aim of the activity is to enable more adults with learning disabilities to access and participate in high quality music making activity with a view to increasing happiness and improving listening skills and ability to focus. A further aim is to improve carers' ability to engage adults with learning disabilities in musical activity for their enjoyment and improved sense of well-being.

Financial Observations

Accounts for the year ended 31st July 2013 show a deficit of £221,000 (1.4% of turnover), comprising £184,000 on unrestricted funds and £37,000 on restricted funds. The deficit on unrestricted funds was due to planned spending on charitable activities.

The reserves policy states that the organisation aims to hold unrestricted reserves of between £2m and £4m, which the organisation has calculated as equivalent to between 3 and 6 months' worth of core costs. At 31st July 2013 free unrestricted reserves stood at £2,492,000, which equates to 3.7 months' worth of core costs (or 1.8 months' worth of 2014/15 budgeted expenditure).

The forecast for the current year to 31st July 2014 shows a deficit of £568,651 (3.4% of turnover) on unrestricted funds. Total income is projected to be £15,939,145, of which £14,307,292 (89.8%) has been confirmed as at February 2014.

The budget for 2014/15 shows a further deficit of £462,633 (2.8% of turnover) on unrestricted funds, which the charity explains is due to the ongoing impact of reductions in public funding and commitments to continue to perform high quality concerts at the Barbican Centre and elsewhere. The charity has advised that it is developing new funding sources with the aim of balancing its budget. Total income is anticipated to be £16,536,956, of which £6,814,290 (41.2%) had been confirmed as at March 2014. The charity explains that this level of confirmed income is comparable with previous years and is due to the nature of its contract income, with bookings in place throughout the year, but not all formal agreements having yet been received.

Free unrestricted reserves are forecast to reduce to £1,460,716 by 31st July 2015, which would be below the policy target to hold between £2m and £4m.

Officer's Appraisal

The LSO is a prestigious orchestra and its involvement in this work both benefits adults with learning disabilities and their carers, and also provides an example for other mainstream arts providers. If this application is approved, it will both expand the range of opportunities for people with learning disabilities to access and also, through investing in a comprehensive evaluation of the work, will enable the work and its lessons to be captured and shared with others.

An uplift on the evaluation budget originally submitted is therefore being recommended. This work will also compliment the scoping research you are currently funding through Lemos & Crane which aims to capture the good practice and to identify the barriers for people with learning disabilities accessing mainstream arts and culture.

Recommendation

£172,000 over three years (£54,000; £58,000; £60,000) towards the delivery and evaluation of LSO Create: creative music making activity for adults with learning disabilities at LSO St Luke's, the Barbican and in residential/day care centres.

The City Bridge Trust

Investing In Londoners: Application for a grant



About your organisation

Name of your organisation: London Symphony Orchestra Limited	
If your organisation is part of a larger organisation, what is its name?	
In which London Borough is your organisation based? City	
Contact person: Ms Helen Michaelides	Position: Trusts and Foundations Coordinator
Website: http://lso.co.uk	
Legal status of organisation: Registered Charity	Charity, Charitable Incorporated Company or company number: 232391
When was your organisation established? 09/06/1904	
Aims of your organisation: The mission of the London Symphony Orchestra is to engage the broadest mix of people with the highest quality and most evocative music-making. The mission will be achieved through three aims: Aim 1 To build on existing work both inside and outside the concert hall and to explore new ideas that inspire all those with whom the LSO works as befits an innovative 21st century orchestra. Aim 2 To engage with communities and new audiences, and to develop existing relationships in London, the UK and worldwide. Aim 3 To underpin all of the LSO's activities with excellent management and organisation and a firm financial base.	
Main activities of your organisation: The LSO promotes and performs approximately 70 concerts at London's Barbican Centre each year, tours extensively around the world, and takes part in numerous recording sessions. The LSO runs a record company, LSO Live; a music education centre, LSO St Luke's, and carries out pioneering work in digital music. LSO Discovery is the Orchestra's learning and community programme, reaching over 60,000 people every year. LSO Discovery seeks to apply innovation, imagination and creativity to its work with people across communities and at all levels of engagement, delivering education and participatory music making projects, artistic development initiatives, choral work and new digital platforms. LSO Discovery's evolving and ambitious programme of music engagement activity <ul style="list-style-type: none">• responds to the needs of the wider community;• works in partnership with organisations at a local, national and global level;• gives people distinctive participatory opportunities;• paves the way for new approaches;• impacts on the artistic programming and culture of the Orchestra itself.	

Number of staff

Full-time:	Part-time:	Management committee members:	Active volunteers:
70	4	12	15

Property occupied by your organisation

Is the main property owned, leased or rented by your organisation?	If leased/rented, how long is the outstanding agreement?
Leased	9 years remaining

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. Delivery of LSO Create - creative music making activity for adults with learning disabilities at LSO St Luke's, the Barbican and in residential/day care centres.
When will the funding be required? 01/08/2014
How much funding are you requesting? Year 1: £49,725 Year 2: £52,681 Year 3: £54,749 Total: £157,155
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 LSO has a good track record of funding its work through a mixed income model, including funding from trusts and foundations, statutory funding, corporate sponsorship, individual giving, and commercial income. LSO Create will continue beyond the 3-year period subject to funding secured from one of these sources to support the activity.
If you need any planning or other statutory consents for the project to proceed, what stage have the applications reached?

Summary of grant request

LSO Create is a programme of participatory music making activity for adults with learning disabilities. "Many disabled people are excluded from experiencing arts and culture due to the barriers society places on them" Understanding Disabled People as Audiences 2012-13, Shape. Yet, as the DCMS' Taking Part: The National Survey of Culture, Leisure and Sport Adult and Child Report 2011-12 confirmed "engagement with a wide range of cultural activities including heritage, arts and museum and galleries [is] associated with significantly higher levels of subjective happiness".

LSO Create aims to give adults with learning disabilities supported access to mainstream venues and world-class professional artists; opportunities to enjoy high quality music making and explore their creativity; a forum in which to develop their social and personal skills through the collaboration, listening, focus, imagination and communication inherent in composing and playing music; and the opportunity to come together with people from different communities, engaging in social and cultural activity which enriches participants and their carers.

The LSO is a world-class Orchestra, with a pioneering education and community programme. It attracts highly skilled, virtuosic musicians who are committed to exploring the application of their music practice for social benefit. LSO Create participants are empowered by working with such inspirational musicians. Invited into the heart of mainstream culture, as active players and audience, they make the LSO's music education centre, LSO St Luke's, their creative home and they perform on the Barbican stage. Through participation in music making, creating their own compositions, exercising control as they find their creative voice, adults with learning disabilities feel more confident, stimulated, socially connected, and happier.

The Shape report promotes a Social Model of Disability that "takes the focus away from impairment and places responsibility on government, organisations and individuals across all sectors of society, to identify and implement constructive changes to remove barriers and increase access". The emphasis on enabling all people to make music, through individualised, tailored approaches, is at the core of LSO Discovery's creative practice and underlies the work delivered with people with disabilities. This is driving the need to expand the LSO Create programme beyond its current format at LSO St Luke's to:

- Deliver targeted workshops within care settings tailored to individual service users, enabling more in depth activity with people with profound and multiple learning disabilities and portfolio work for individuals and their carers to complete outside of workshops.
- Ensure that the wider programme at the LSO St Luke's is fully inclusive by building relationships with more people with disabilities and organisations in the local area and engaging them with an accessible programme of informal lunchtime concerts and open rehearsals.
- Research the potential of assistive technology and the creation of an interactive app for people with learning disabilities and their carers to engage with the LSO's repertoire and create their own arrangements or new compositional responses to what they are hearing.

Demonstrating good practice, the programme will:

- Implement structured opportunities for participant input including participant focus groups to inform workshop planning in their care settings; a steering group of regular Monday Club attendees to plan/evaluate activity; participant production teams for intensive performance projects; and a participant focus group for app development.
- Be part of an initiative to bring in more people from diverse backgrounds across the local community, through targeted marketing, open access workshops and free entry to both lunchtime concerts and open rehearsals.
- Support volunteers through training and induction tailored to their specific role and recognition in concert programmes.
- Take place at LSO St Luke's where environmentally friendly systems have actively been incorporated throughout the building.

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.

10 x LSO Create Monday Club sessions per year (30 over 3 years) - creative music making workshops delivered on Mondays from 11am to 3pm at LSO St Luke's, the LSO's music education centre in Islington for 30 adults with learning disabilities and their carers.

24 x outreach workshops delivering targeted creative music making activity in day care/residential home settings per year (6 settings per year receiving a series of 4 workshops designed for their specific service users; 72 workshops over 3 years)

1 x 3-day intensive performance project per year, creating new music compositions and delivered in collaboration with Drake Music using assistive technology and live and acoustic music making, culminating in performance with full Orchestra or section of orchestra. (3 over 3 years.)

Engagement of adults with disabilities in the LSO's wider programme - 12 lunchtime concerts at LSO St Luke's per year with discussion sessions, and 3 creative workshops for adults with learning disabilities to respond to the music in the concerts. (36 concerts/9 workshops over 3 years)

Engagement of adults with disabilities in the LSO's wider programme - 3 open rehearsals per year with opportunity for adults with learning disabilities to meet the musicians before the rehearsal and sit on stage with the Orchestra. (9 over 3 years).

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.

Adults with learning disabilities feel more able to access and participate in high quality music making activity at LSO St Luke's and the Barbican.

LSO Create has engaged increased numbers of adults with profound and multiple learning disabilities (PMLD) in tailored and appropriate music making activity.

Participants in LSO Create are happier and have better listening skills and ability to focus.

Carers of participants on LSO Create are better able to engage adults with learning disabilities in musical activity for their enjoyment and improved sense of wellbeing.

Who will benefit?

About your beneficiaries

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

500

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?

81-90%

Funding required for the project

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

Expenditure heading	Year 1	Year 2	Year 3	Total
Artist fees (LSO musicians, amateurs and Drake Music)	20,765	20,765	20,765	62,295
Venue costs (LSO St Luke's, Barbican, stewarding, catering)	7,459	7,459	7,459	22,377
Other costs (couriers, commissions)	2,700	2,700	2,700	8,100
Contribution towards Friday Lunchtime Concert costs	978	1,398	1,957	4,333
Evaluation	1,000	2,000	2,000	5,000
Project Manager salary (40%) + 15% national insurance & pension	13,570	13,570	13,570	40,710
Inflation to staff and venue costs (3% yr 2, 6% yr 3)	0	1,437	2,907	4,344
Admin @ 5%	2,324	2,395	2,423	7,141
Contingency @ 2%	929	958	969	2,856
TOTAL:	49,725	52,681	54,749	157,155

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

What other funders are currently considering the proposal?

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

How much is requested from the Trust?

Expenditure heading	Year 1	Year 2	Year 3	Total
Artist fees (LSO musicians, amateurs and Drake Music)	20,765	20,765	20,765	62,295
Venue costs (LSO St Luke's, Barbican, stewarding, catering)	7,459	7,459	7,459	22,377
Other costs (couriers, commissions)	2,700	2,700	2,700	8,100

Contribution towards Friday Lunchtime Concert costs	978	1,398	1,957	4,333
Evaluation	1,000	2,000	2,000	5,000
Project Manager salary (40%) + 15% national insurance & pension	13,570	13,570	13,570	40,710
Inflation (staff/venue costs 3% yr 2, 6% yr 3)	0	1,437	2,907	4,344
Admin @ 5%	2,324	2,395	2,423	7,141
Contingency @ 2%	929	958	969	2,856
TOTAL:	49,725	52,681	54,749	157,155

Finance details

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

Financial year ended:	Month: July	Year: 2013
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Income received from:	£
Voluntary income	6,965,000
Activities for generating funds	331,000
Investment income	66,000
Income from charitable activities	8,843,000
Other sources	66,000
Total Income:	16,271,000

Expenditure:	£
Charitable activities	15,350,000
Governance costs	66,000
Cost of generating funds	1,076,000
Other	0
Total Expenditure:	16,492,000
Net (deficit)/surplus:	-221,000
Other Recognised Gains/(Losses):	0
Net Movement in Funds:	-221,000 <i>ok</i>

Asset position at year end	£
Fixed assets	1,910,000
Investments	0
Net current assets	2,536,000
Long-term liabilities	(643,000)
*Total Assets (A):	3,803,000

Reserves at year end	£
Endowment funds	0
Restricted funds	244,000
Unrestricted funds	3,559,000
*Total Reserves (B):	3,803,000

* 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?
21-30%

Organisational changes

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

None.

Previous funding received

	2010 £	2011 £	2012 £
City of London (except City Bridge Trust)	2,129,000	2,016,000	2,210,000
London Local Authorities	0	0	0
London Councils	24,295	0	0
Health Authorities	0	0	0
Central Government departments	0	0	0
Other statutory bodies	2,533,000	2,298,000	1,973,000

Previous grants received

Name of Funder	2010 £	2011 £	2012 £
Adam Mickiewicz Institute	0	0	99,000
Esmee Fairbairn Foundation	0	63,925	54,832
Helen Hamlyn Trust	44,073	39,868	56,130
JP Getty Jnr Charitable Trust	0	0	40,000
UBS	162,284	85,639	75,000

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: **Helen Michaelides**

Role within **Trusts and Foundations Coordinator**
Organisation:

MEETING 10/04/2014

Ref: 12043

ASSESSMENT CATEGORY - Making London More Inclusive

Shine

Adv: Joan Millbank
Base: Outside London
Benefit: London-wide

Amount requested: £75,000
(Revised amount: £78,750)
Amount recommended: £78,750

Purpose of grant request: Supporting independence for Londoners with spina bifida and/or hydrocephalus through peer support, targeted workshops, one-to-one intervention and building a professional network.

Background

Shine is the only national organisation throughout England, Wales and Northern Ireland dedicated to improving the lives of people with spina bifida and hydrocephalus. Spina bifida is a birth defect which arises when the spinal cord does not develop properly. As a result, lower limb mobility issues and continence issues are present from the start of life. Most people with spina bifida will also have hydrocephalus. This occurs when fluid does not drain away from the brain causing a build-up of pressure and resulting in brain injury. The consequences of the conditions can mean that throughout each person's life, challenges arise. Lower limb mobility often means a lifetime of wheelchair use or walking with sticks with worsening mobility in middle years, while most have to undergo operations to treat bowel and bladder problems caused through incontinence, a shunt revision to drain fluid from the brain, and back operations. Hydrocephalus is less visible than spina bifida. It affects the 'executive' function of the brain, compromising the ability to be organised and short-term memory. Most people with these conditions will be disabled from birth (some cases of hydrocephalus can be acquired).

Members of Shine report that living with these lifelong conditions places restrictions on the type of education, work, social and housing choices they can make. Further, there is often a misconception in wider society that when a disability is present from birth, so is the know-how and the ability to adapt. Shine members reported the opposite; their need for information on health management and adaptation is continual as the severity of their disability worsens, while their need for support and opportunities is on-going as their circumstances change.

Funding History

Since 2000, you have awarded Shine two grants. In 2000 you awarded £120,000 to extend their reach to people with spina bifida and/or hydrocephalus. In 2005 you awarded a further £120,000 over three years to employ specialist advisors for young people with the conditions. Both grants were satisfactorily monitored.

Current Application

Shine is seeking three year funding to assist them to continue to employ a Support and Development Worker, on a full time basis. The post will form the main part of a small London-based and dedicated team which will continue and extend Shine's reach to the estimated 300 children and young people, and the 600 adults living with spina bifida and/ or hydrocephalus in the capital.

The post holder will be responsible for the provision of one-to-one tailored support to address individual needs of adults; the delivery of 8 workshops focused around specific independent living skills, for example financial management, practical living skills, keeping healthy; and the development of the monthly peer support group for adults wanting social contact and the opportunity to plan and influence services, both within Shine and other agencies.

After three years 345 adults are expected to report that they are better able to manage their health while living independently, and 60 peer support group members will say that they feel less isolated, more confident and engaged. The worker will engage other specialists employed by Shine to ensure a holistic approach to meet individual needs, for example occupational therapists, while volunteers will support the running of the workshops and peer support group. In addition, Shine will develop its on-line London network for professionals to help information sharing, cross referral and increased understanding of spina bifida and/or hydrocephalus.

Financial Observations

The group audited accounts for the year ended 31st March 2013 show income of £3,030,723 and an operating surplus of £393,603 (13% of turnover), comprising £374,279 on restricted funds and £19,324 on unrestricted funds. A net gain on investment assets of £28,369 contributed to an overall surplus of £421,972.

The reserve policy states that the organisation aims to hold free unrestricted reserves equivalent to between three and six months' worth of committed expenditure, which the organisation has calculated as between £493,000 and £986,000. At 31st March 2013 free unrestricted reserves stood at £464,574 which equates to 2.8 months' worth of committed expenditure (or 2.7 months' worth of total budgeted 2014/15 expenditure).

The latest forecast for the current year to 31st March 2014 shows expenditure of £2,018,780 and a projected surplus of £568 on unrestricted funds. Total projected income is £2,019,348, of which £1,770,066 (88%) had been secured by January 2014.

Officer's Appraisal

Shine provides specialist help to 10,000 people of all ages who have spina bifida and/or hydrocephalus. Change in health and personal circumstances, together with medical advances, legislation, and policy and technology changes will continue to affect the lives and opportunities of people with these long term disabilities. Feedback from users demonstrates that Shine plays an important role in helping children, young people and adults manage their condition and live better and more fulfilled lives. It raises most of its funds through income generation and donations. The cost of generating funds reflects this situation and includes the cost of the fund-raising team (5.25 posts), a charity shop long lease, and the virtual balloon race which generates gross income of approx. £900,000 each year. The original request has been revised to include some related operational costs (as shown in the breakdown of funding requested within the application form).

Recommendation

£78,900 over three years (£27,050; £26,650; £25,050) towards the salary of a f/t London Support and Development Worker and related costs.

The City Bridge Trust

Investing In Londoners: Application for a grant



About your organisation

Name of your organisation: Shine	
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: Ms Kathy Shaw	Position: Grants and Trusts Manager
Website: http://www.shinecharity.org.uk	
Legal status of organisation: Registered Charity	Charity, Charitable Incorporated Company or company number: 249338
When was your organisation established? 01/01/1966	
<p>Aims of your organisation:</p> <p>SHINE is established for the relief of persons who have spina bifida and/or hydrocephalus or allied or related disorders by providing for their care, welfare, treatment, education and integration into society.</p> <p>Our Vision</p> <p>A society that meets the needs, values the contribution and celebrates the lives of people living with spina bifida and hydrocephalus</p> <p>Community</p> <p>We will develop a larger, more interactive, more involved national membership of people with spina bifida and hydrocephalus, their families and supporters</p> <p>Excellence</p> <p>We will, through on-going development and review of our operations, become an organisation that is exceptionally fit-for-purpose</p> <p>Campaigning</p> <p>We will become a force for change to address the many challenging issues that our members face</p>	

Support

We will provide unique, high quality services

Engaging

We will put communication at the heart of all we do

Main activities of your organisation:

The main activities of our organisation are:

Support and Information: We provide support with all matters relating to living with spina bifida and hydrocephalus.

Early Intervention Programme: Through providing extensive support, we enable families to adapt to the challenges of caring for a child with a lifelong disability.

Go Folic! Campaign: We work in partnership with both private and public sector organisations to promote the intake of folic acid which could greatly reduce the incidence of spina bifida.

Education Advisory Service: We provide both families and professionals with support in educating children with children with the conditions.

Health Service: Our members express high levels of anxiety concerning health, due to their complex health needs. Our service works with medical and health organisations and directly with service users to deliver services and information around specific health issues, promote self-management and preventative health education.

Community Development: We support the development of local peer support groups and national networks of special interest.

Number of staff

Full-time:	Part-time:	Management committee members:	Active volunteers:
45	43	17	80

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.

Making progress: We have reviewed our organisation's environmental impact and have started to carry out a plan of improvements.

Grant Request

Details of grant request

<p>Under which of City Bridge Trust's programmes are you applying?</p> <p style="text-align: center;">Making London More Inclusive</p>
<p>Which of the programme outcome(s) does your application aim to achieve?</p> <p>Work enabling disabled people of all ages to live independently</p>
<p>Please describe the purpose of your funding request in one sentence.</p> <p>Supporting independence for Londoners with spina bifida and/or hydrocephalus through peer support, targeted workshops, one-to-one intervention and building a professional network.</p>
<p>When will the funding be required? 01/03/2014</p>
<p>How much funding are you requesting?</p> <p>Year 1: £25,000 Year 2: £25,000 Year 3: £25,000</p> <p>Total: £75,000</p>
<p>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?</p> <p>Yes. An exit strategy is integral to the programme; its aim is to empower members, teaching them life skills, increasing independence/self-reliance. The programme will continue using funds from a range of sources, thus spreading risk e.g. individual donors, trusts, events and trading. The professionals network is relatively inexpensive to sustain and will be funded similarly.</p>
<p>If you need any planning or other statutory consents for the project to proceed, what stage have the applications reached?</p> <p>N/A</p>

Summary of grant request

In London, there are a small but significant minority of people, who are affected by the lifelong disabilities, spina bifida and hydrocephalus. There are over 800 people with the conditions who often form an 'invisible' community with multiple and often misunderstood needs. However the 'lifelong' nature of the disability is also an opportunity to build robust local networks, to serve and support people, who otherwise would probably go unnoticed.

'Sometimes I feel like a don't matter because I was born like this, I am expected to cope'
Respondent to the Shine Health Survey 2012

We have reviewed our support work across the country and in London, this has shown that adults with the conditions have a complex number of issues to overcome -both physical and learning disabilities which inevitably deteriorate with age. Most adults could fulfill their potential if they can successfully manage themselves, but our work shows that for many, financial, emotional, and/or health crisis can strike. All this is a real threat to independence. After our review, we consulted with adult members in the London area, who said the key to support was a mixture tailored one to one support, education on how to manage and on-going support networks- this is reflected our project plan.

Less than 50 per cent of our adult members with hydrocephalus will be in employment. Hydrocephalus affects organisational skills and memory creating problems in work, education and managing finances. We can see from the feelings people describe having a 'sense of purpose' is very important. When people struggle to stay in/gain employment because of hydrocephalus, our members ask us -'what else can I do?' This is an area where our project can make a difference.

With the conditions, almost all parts of the body can be affected, resulting in mobility problems, incontinence and neurosurgery (to fit a 'shunt' to manage hydrocephalus). Adults receive little or no specialised health proactive and/or preventative guidance (Shine's 2012 Health Survey).The consequences of pressure sores, bowel and bladder damage, shunt malfunction would result in increased care needed .Many adults don't know have sufficient understanding of managing their conditions; potentially resulting in an independent living crisis.

Feedback from our members indicate the practicalities of living independently, such as household chores, managing a living space, cooking and shopping can be huge challenges: individuals are ill equipped because they don't have the specialist equipment they need and require extra guidance.

Our project will aim to improve: sense of purpose, health management, managing hydrocephalus, financial management and practical living skills

At the heart of our project delivery will be our vibrant London wide peer support group, providing a focal point for peer support, volunteering, workshops and activities designed to increase confidence and skills. In collaboration with our dedicated London support and development worker, we will deliver a 3 year programme of independent living skills workshops (including financial skills, health education, practical skills) tailored support and social/practical skills activities.

Shine is the only organisation in England dedicated to support the needs of people with the conditions, both nationally and locally. Shine provides a holistic and lifetime approach to complex disabilities; an approach that other generic disability organisations are not in the position to offer.

Anyone affected by the disabilities living in London will be able to benefit from the services of our project, we will ensure that disability and cultural needs are respected to make services accessible. We will be recruiting and training volunteers to support the project and we have comprehensive volunteering policies in place. We minimise unnecessary travel and consumption where our proposed delivery allows us to.

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.

Workshops around specific independent living skills: These will be best suited for people who can easily discern an area of skill which they lack and want to improve. The events will be one-off and held in an accessible London venue. We will invite specialist advisers to speak at our events.

One-to-One support from London Support and Development worker: This will be best suited for people who have more complicated independent living issues and need individual support to be able to move forward.

Peer support group: This is best suited for people who want regular social contact and want to develop independent living skills, such as independent travel, social skills and planning. Our London group has had demonstrable success in reducing isolation, improving social skills, enriching social lives and developing independence.

Professional network: We will proactively share information with professionals who work with people with the conditions across a range of contexts, via a formalised email network. They will be encouraged to attend workshops and peer support groups to gain an understanding of the conditions.

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.

Up to 345 Adults in London are better able to manage their health whilst living independently

60 Adults in London are members of the London peer support group and have increased independent living skills as a result

Up to 345 Adults in London are better able to manage their finances to enable better independent living

Up to 345 Adults in London will gain increased practical skills to help with everyday practical tasks whilst living independently

Professionals in London will have increased knowledge of living with spina bifida and hydrocephalus

Who will benefit?

About your beneficiaries

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

175

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?

91-100%

Funding required for the project

What is the total cost of the proposed activity/project? (Revised)

Expenditure heading	Year 1	Year 2	Year 3	Total
Support and Development Worker Salary	30,736	31,300	31,876	93,913
Volunteer Expenses	1,500	1,500	1,500	4,500
Venue Hire	3,750	3,750	3,750	9,250
Administration Costs	1,090	1,090	1,090	3,270
Management Costs	2,500	2,500	2,500	7,500
Specialist Support Worker Costs	2,500	2,500	2,500	7,500
Lap Top	400	0	0	400
TOTAL:	42,476	42,640	41,216	126,333

What income has already been raised?

Source	Year 1	Year 2	Year 3	Total
Shine Trading Income	6,213	6,495	6,583	19,291
Donation and Events Fundraising	6,213	6,495	6,583	19,291
Other Trusts: Van Geest Foundation	3,000	3,000	3,000	9,000
TOTAL:	15,426	15,990	16,166	47,582

What other funders are currently considering the proposal?

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

How much is requested from the Trust?

Expenditure heading	Year 1	Year 2	Year 3	Total
Support and Development Worker Salary	25,000	25,000	25,050	75,050
Venue Hire	1,650	1,650	0	3,300
Lap Top	400			400
TOTAL:	27,050	26,650	25,050	78,750

Finance details

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

Financial year ended:	Month: 31 st March	Year: 2013
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Income received from:	£
Voluntary income	2,006,279
Activities for generating funds	523,679
Investment income	11,921
Income from charitable activities	8,696
Other sources	0
Total Income:	2,550,575

Expenditure:	£
Charitable activities	1,664,794
Governance costs	25,884
Cost of generating funds	463,588
Other	0
Total Expenditure:	2,154,266
Net (deficit)/surplus:	396,309
Other Recognised Gains/(Losses):	28,369
Net Movement in Funds:	424,678

Asset position at year end	£
Fixed assets	1,298,709
Investments	249,355
Net current assets	790,075
Long-term liabilities	(875,590)
*Total Assets (A):	1,462,549

Reserves at year end	£
Endowment funds	911,693
Restricted funds	550,856
Unrestricted funds	0
*Total Reserves (B):	1,462,549

* 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:

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	0	0	0
London Councils	0	0	0
Health Authorities	0	0	0
Central Government departments	30,000	28,500	40,000
Other statutory bodies	43,038	30,004	29,733

Previous grants received

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

Name of Funder	2010 £	2011 £	2012 £
Big Lottery Fund-England	50,077	50,077	109,706
Big Lottery Fund-Ireland	165,306	136,175	168,999
John Ellerman	0	25,000	25,000
Finance Assistance Fund	150,000	0	0
Van Geest	0	0	250,000

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: **Kathy Shaw**

Role within **Grants and Trusts Manager**
Organisation:

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MEETING 10/04/2014

Ref: 12011

ASSESSMENT CATEGORY - Older Londoners

Connaught Opera

Adv: Jemma Grieve Combes

Base: Westminster

Amount requested: £33,660

Benefit: London-wide

Amount recommended: £20,000

Purpose of grant request: To provide free professional concerts for older people in all the Greater London Boroughs.

Background

Connaught Opera was formed in 2003 to provide free musical concerts for older people in the Greater London area and beyond. The charity puts on around 200 concerts a year in venues such as care homes, clubs for disabled people, lunch clubs, community hubs, day care for people with dementia and hospices. A typical concert lasts one hour and is performed by two singers accompanied by a pianist. The programme features a mixture of light classics and songs from the shows with some audience participation material. Theatricality is a key element of the performances with up to six costume changes per show. The performers aim to make all people attending feel special and use the music to help older people evoke 'magic moments from the past which had special significance in their lives'. Alongside these concerts, Connaught Opera has also raised funds to provide free concerts in heritage settings for older people to enjoy a day out. This has included concerts in Hampton Court Palace, Kensington Palace and the Tower of London.

The organisation is run by its Board of trustees and there are no paid employees. The Chair and Treasurer are the performing soprano and baritone and the Chair also undertakes all administrative and fundraising duties. Performers take a modest fee which has been agreed with the Charity Commission.

Funding History

You funded Connaught Opera twice under your small grants programme in 2003 (£5k) and 2006 (£20k) and most recently in 2009 (£10k) for the costs of 35 concerts for older people across London. All grants have been satisfactorily reported on.

Current Application

Connaught Opera is requesting funding to address your outcomes of older Londoners aged 75 years and older living more active and healthier lives as well as to work with people living with Alzheimer's and other forms of dementia. To do this they want to provide 33 concerts for older people per year, across all the London Boroughs. The charity has an existing database of potential venues and many have already expressed an interest in hosting a concert. Once a date has been confirmed the organisation sends the venue a brightly coloured poster to promote the concert. Whilst each concert follows a similar structure, Connaught Opera will work with each host venue to adapt the content to fit needs, a particular theme or to celebrate a special event. The performers also have the flexibility to adapt the programme on the day in response to the audience. Feedback is received from audience members

and host venue managers through emails and letters following concerts and this is shared with funders and through the Connaught Opera website.

Financial Observations

Independently examined accounts for the year ended 31st March 2013 show total income of £36,415 and a deficit of £830 (2% of turnover) all on restricted funds.

All income and expenditure is restricted and as such the organisation does not aim to hold any free unrestricted reserves. The organisation considers its financial risks to be low as it has no ongoing staff or premises costs and performances are only put on if income has already been secured. At 31st March 2013 the charity held restricted funds of £4,093 which equates to 2 months' worth of 2013/14 expenditure.

The latest forecast for the year ended 31st March 2014 shows a deficit of £165 on income of £24,280 all of which has been confirmed.

The budget for 2014/15 shows a breakeven position on anticipated income of £33,660, of which £1,800 (5%) had been confirmed as at 21 March 2014. Several grant applications have been made to fund the balance of £31,860, including this one to CBT today.

Officer's Appraisal

This volunteer-led organisation has developed a simple model of working to bring live, professional music to older people who may otherwise have no access to cultural events. Although relatively unsophisticated, the organisation has been strengthened by capacity building support under your Improving Services programme. This enabled it to gain charitable registration, improve its financial processes and establish a risk management strategy.

The organisation has several applications pending towards its target running costs of c. £36k in 2014/15. It is possible that, subject to the outcome of these fundraising efforts, you may end up funding more than 50% of the organisation's total income which is contrary to your policy. However, the organisation does have a track record of raising between £21k and £36k income each year over the last 5 years. To minimise the risk of becoming the organisation's largest funder, funding has been recommended over two years only with each quarter's payment conditional on match funding being raised.

Recommendation

£20,000 over 2 years (2 x £10,000) for a programme of musical concerts for older people conditional on match funding being raised before each quarterly release of funding in Years 1 and 2 and subject to a satisfactory monitoring framework being agreed with the organisation.

The City Bridge Trust

Investing In Londoners: Application for a grant



About your organisation

12011

Name of your organisation: Connaught Opera	
If your organisation is part of a larger organisation, what is its name?	
In which London Borough is your organisation based? Westminster	
Contact person: Ms Maria Arakie	Position: Chair
Website: http://www.connaughtopera.com	
Legal status of organisation: Registered Charity	Charity, Charitable Incorporated Company or company number: 1131004
When was your organisation established? 01/12/2003	
<p>Aims of your organisation:</p> <p>Connaught Opera was started in 2003 as an unincorporated association. In 2009 we became a registered charity, No 1131004. Our main objectives and aims are to relieve the needs of people suffering from sickness, poor health and old age living in Greater London and beyond by provision of free musical concerts in hospitals, residential and nursing homes, day centres and similar institutions. All activities are undertaken for the beneficiaries as described.</p>	
<p>Main activities of your organisation:</p> <p>Connaught Opera has an on-going rolling programme to obtain funding in order to provide professional concerts for older people, free at point of delivery. The details of our charitable work can be found on our website :www.connaughtopera.com The Charity is run mainly by Maria Arakie (the Chair) who undertakes all duties including fundraising, at no salary. There are no paid staff. All funds are restricted and used solely for the beneficiaries as stated. Upon receipt of funding, concerts are placed at Centres for older people and Carers. We perform around 200 concerts a year. In addition, free concerts are arranged in Heritage settings for the elders to enjoy a day out with free concert and access to their rich cultural heritage.</p>	

Number of staff

Full-time:	Part-time:	Management committee members:	Active volunteers:
0	0	5	0

Property occupied by your organisation

Is the main property owned, leased or rented by your organisation?	If leased/rented, how long is the outstanding agreement?
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? Older Londoners
Which of the programme outcome(s) does your application aim to achieve? People living with Alzheimer's and other forms of dementia having a better quality of life Older Londoners aged 75 years and over living more active and healthier lives
Please describe the purpose of your funding request in one sentence. To provide free professional concerts for older people in all the Greater London Boroughs.
When will the funding be required? 24/01/2014
How much funding are you requesting? Year 1: £11,220 Year 2: £11,220 Year 3: £11,220 Total: £33,660
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. This is our tenth year of successful operation. We raise funding on a continuously rolling programme, averaging 30-35K per year.
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

This grant request is to provide 33 concerts a year, for three years, to older Londoners, pan Greater London Boroughs, within the trust's areas of benefit. With many of the centres for older people losing their funding, it is a welcome and essential service that we are able to provide - namely, to take a professional concert with three musicians, into a care setting where the service users are often denied access to these events because of their circumstances. The concerts would be arranged with centres in all London Boroughs and the City of London which provide services for the elderly, carers and disabled adults, including those with memory problems and hearing or sight impairment as well as general frailty due to old age. Our experience in this field of work over the past ten years has confirmed the need and desire for our concerts, both with the services users, their friends and relatives. We work in partnership with the relevant agencies providing services for adult care.

Our artists have developed, through consultation and experience, special expertise in relation to this area of work. We have in place a constantly updated database of settings for older people. Upon receipt of a grant, the Chair contacts the centres and arranges a date, time and place, convenient and suitable for all concerned. The funders are kept updated of progress throughout the grant period. A colourful poster is sent to the venue and staff are asked to encourage their service users to attend. Advance consultation on programming promotes a positive response and affords the users access to new cultural opportunities. Our concerts cover the whole spectrum of older people, from the retired who want to enjoy active, independent and healthy lives, maintaining active and engaged minds as well as bodies, to the more fragile, isolated and disadvantaged, who would not otherwise have access to such events. These service users tend to be user led with the members determining the activities that would capture their imagination.

Most concerts are with singers Maria Arakie, Glenn Wilson and their pianist. All are well skilled in preparing material for their older audiences that is appropriate and relevant. The many elaborate and colourful costumes that Maria wears are a talking point of the concerts. Much thought goes into the planning of the one hour long concerts and every member of the audience is made to feel special and included by the artists reaching out to them as individuals. We generally perform a mixture of light classics and songs from the shows with some audience participation material. We have a multicultural focus when performing to the many different ethnic and cultural communities within London. We know that our concerts raise morale and renewed zest for life among our audiences. In many day settings, especially those run by Age UK and the Alzheimers' Society, elders from diverse backgrounds have a common meeting place and, by sharing their experience of the music, those of various ethnicities and with various illnesses, bond together with unusual cohesiveness and inclusiveness. Working with carers and their cared for in all the London Boroughs (an area of particular interest and development for our charity), we found that the concerts help to demonstrate to the carers the emotional, social and physical potential of their cared for through the stimulating power of music, ameliorating pain, evoking memories and enhanced communication. We have performed in all the London Boroughs since 2003, welcoming older people from all backgrounds to our concerts.

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.

We propose 33 concerts, per year, in all the London Boroughs including the City of London. A total of 99 concerts in a three year period. The concerts are often organised around a topical 'theme' or we can provide centres with specific, time-related activities for birthdays, seasonal and special events.

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.

Provision of a cultural event within the community setting of adults, usually over 75, who because of the physical or mental frailty, or financial constraints, are no longer able to attend concerts in the community.

The raising of spirits and morale among elders, particularly the disadvantaged and socially excluded, who may have their physical needs catered for, but are not always stimulated mentally. We are skilled in engaging with elders with Dementia and Alzheimers' disease.

Stimulation and engagement with older people through music, the evoking of memories. Wearing colourful costumes, is appreciated by those with visual and auditory impairment. We aim to spread a spirit of fun and happiness in our audiences.

Provision of much needed-respite to carers and relief from their arduous duties of caring for loved-ones.

Promotion of cohesion in London's diverse communities.

Who will benefit?

About your beneficiaries

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

1,155

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

London-wide (100%)

What age group(s) will benefit?

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?

71-80%

Finance details

Please complete using your most recent audited or independently examined accounts

Financial year ended -

Month: **March**

Year: **2013**

Income received from:	£
Voluntary income	0
Activities for generating funds	0
Investment income	0
Income from charitable activities	36,415
Other sources	0
Total Income	36,415

Expenditure:	£
Charitable activities	37,245
Governance costs	0
Cost of generating funds	0
Other	0
Total Expenditure	37,245
Net (Deficit)/Surplus:	(830)
Other Recognised Gains/(Losses)	0
Net Movement in Funds	(830)

Asset position at year end	£
Fixed assets	0
Investments	0
Net current assets	4,093
Long-term liabilities	0
*Total A	4,093

Reserves at year end	£
Endowment funds	0
Restricted funds	4,093
Unrestricted funds	0
*Total B	4,093

* 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:

Funding required for the project

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

Expenditure heading	Year 1	Year 2	Year 3	Total
Artists fees	27,810	27,810	27,810	83,430
Travel	3,605	3,605	3,605	10,815
Contribution to overheads/running costs	3,605	3,605	3,605	10,815
TOTAL:	35,020	35,020	35,020	105,060

What income has already been raised?

Source	Year 1	Year 2	Year 3	Total
LB Richmond Civic Pride Fund; (2545)LB Merton(1890) RBKUT(600)	5,035	0	0	5,035
Tower Hill Trust (1210) Campden Wells & Hampstead Trust (945)	2,155	0	0	2,155
Liveries: Drapers'(2500)Merchant Taylors(5355)Mercers (2,000)	9,855	0	0	9,855
Quantum Care (800)SouthWest Fest (315)City & Metropolitan Welfare Charity (1500)	2,615	0	0	2,615
TOTAL:	19,660	0	0	19,660

What other funders are currently considering the proposal?

Source	Year 1	Year 2	Year 3	Total
Bulldog Trust	10,000	8,800	0	18,800
Fishmongers; Salters; Sadlers ; Carmens; Grocers	9,095	0	0	9,095
Yapp Charitable Trust	2,835	3,060	3,060	8,955
RBKUT	3,150	0	0	3,150
TOTAL:	25,080	11,860	3,060	40,000

How much is requested from the Trust?

Expenditure heading	Year 1	Year 2	Year 3	Total
Artists fees x 3 artists per concert, 33 concerts pa	8,910	8,910	8,910	26,730
travel, car, parking, public transport@ £35 pc.	1,155	1,155	1,155	3,465
Running costs, overheads and admin	1,155	1,155	1,155	3,465
TOTAL:	11,220	11,220	11,220	33,660

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	6,840
London Local Authorities	6,665	12,220	14,275
London Councils	0	0	0
Health Authorities	0	0	0
Central Government departments	0	0	0
Other statutory bodies	0	8,400	14,900

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 £
Arts Council England	0	8,400	9,900
Transformers	3,125	13,857	4,500
LB Richmond	2,000	0	3,750
LB Merton	0	1,500	3,075
RB Kingston	3,030	750	2,850

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: **Maria Arakie**

Role within **Chair**
Organisation:

MEETING 10/04/2014

Ref: 12047

ASSESSMENT CATEGORY - Reducing Poverty

North Kensington Law Centre

Adv: Jenny Field

Amount requested: £106,100

Base: Kensington & Chelsea

{Revised request: £150,000}

Benefit: Kensington & Chelsea

Amount recommended: £150,000

Purpose of grant request: To improve triage for all users of our services to be able to support more vulnerable people whether they qualify for legal aid or not.

Background

North Kensington Law Centre (NKLC) was established in 1970 as the first Law Centre in the country with the aim of providing free/affordable independent legal advice, principally for residents of North Kensington, although it is able to see people from all parts of London. It is located in Goldbourne Ward, ranked the second most deprived in London on the 2010 Indices of Deprivation.

NKLC currently has two legal aid contracts, one covering housing, the other immigration and asylum. It also provides legal advice on welfare benefits and employment. All individuals attending NKLC will receive basic advice and information but where this is in areas of law that fall outside its specific expertise, the individual will be referred to other agencies. It also works with other advice agencies in the borough in order to share good practice and resources and avoid unnecessary duplication.

Funding History

None.

Current Application

The communities NKLC serves have been severely impacted by the combination of reductions in state benefits on the one hand, resulting in more complex client needs, and cuts in funding for advice services on the other, making it more difficult to access legal advice at a time when it is needed more than ever. Since April 2013, legal aid has no longer been available for employment and welfare benefits advice and the number of immigration cases covered by legal aid has reduced.

Currently, NKLC is only able to help those people that fall into the areas where it already has funding or legal aid contracts – housing, immigration and asylum, and welfare benefits. Of the 150+ enquiries that it receives each month, it turns away around 40, either because it lacks capacity to help them or because the person's need falls outside the categories for which it has funding. In order to rise to the challenge of how to meet a growing demand for services at a time of reduced resources, NKLC has just introduced a triage service which enables it to assess, signpost and engage with larger numbers of people. The application before you requests funding over three years to build and embed this model through the employment of a full-time Triage Co-ordinator and related costs.

As well as an overall increased number of people seeking advice, NKLC is seeing more people facing multiple problems and its caseloads are becoming increasingly complex. All too often with welfare benefits, housing and employment cases, there is a link with depression and mental health. Many of those it sees do not speak English as a first language, are isolated and vulnerable, and are often caught in a loop of navigating complex benefits, employment issues and housing issues, often falling at every hurdle. Without assistance and representation these problems are not resolved and so much of the emphasis of NKLC's work has become advocacy based.

The triage service enables each person's individual needs to be assessed and to then be presented with a package of options – these may include referral to other agencies; identifying pro bono support; providing access to self-help materials; as well as offering legal support and in-house representation. Critical to the success of this model will be the recruitment of volunteers who are then trained in the triage approach. NKLC has a good track record in recruiting volunteers with a legal background. It is hoped to build on this by offering more formal, paid internships in order to retain volunteers trained in triage matters. The volunteers will be able to provide vital 'hand-holding', meaning that when someone is referred to another agency, for example, the volunteer will broker that to ensure the client does not become 'lost'.

Financial Observations

Audited accounts for the year ended 31st March 2013 show a surplus of £2,191 (0.5% of turnover) all on unrestricted funds.

The charity's reserves policy is to hold three months' worth of running costs as free unrestricted reserves which the trustees have calculated to be £83,500 in the 2012/13 accounts. As at 31st March 2013, free unrestricted reserves were below target at £8,509 which represents 1.2 weeks' worth of 2013/14 total expenditure.

Latest management accounts for 2013/14 show total income of £386,100 all of which is confirmed, and a projected surplus of £35,700 (9.2% of turnover), comprising £7,700 on unrestricted funds and £28,000 on restricted funds.

NKLC's budget for 2014/15 shows income of £443,449, of which £308,449 (70%) had been confirmed as at 18th March 2014. Of the unconfirmed income, £80,000 is expected from fee earnings during the year (2013/14: £65,000), £5,000 from sponsorship for the London Legal Walk, with the remaining balance of £50,000 subject to this application presented today. After total expenditure of £424,831, a surplus of £18,618 is anticipated, wholly on unrestricted funds. This should increase the free unrestricted reserves position to £34,827, equating to 1 months' worth of total 2014/15 expenditure.

Officer's Appraisal

In common with many voluntary independent advice centres NKLC has been through a challenging period due to loss of income from legal aid and other funding cuts. An Interim Director has been in post since September 2013 to oversee the changes the organisation needs to make in order to make itself sustainable. The 2014/15 budget seems realistic and, if achieved, will put NKLC in a healthier position than in the

previous two years. The proposed triage system is part of NKLC's overall strategy to make itself more efficient and effective. Your support will play a key role in enabling it to develop and embed this new approach and help to make it more accessible to vulnerable clients.

The original request did not include a full year's costs in Year 1 because the applicant wrongly assumed that because a decision was unlikely to be made until April, it could only request 9 months' worth of funding for that year. It also contained an error in the amount requested in Year 3 and £25,000 towards the Triage Co-ordinator salary had not been included. The funding level required is £50,000 per annum and this is recommended.

Recommendation

£150,000 over three years towards the salary of a Triage Co-ordinator and associated running costs of establishing a triage system within the law centre.

The City Bridge Trust

Investing In Londoners: Application for a grant



About your organisation

Name of your organisation: North Kensington Law Centre	
If your organisation is part of a larger organisation, what is its name? n/a	
In which London Borough is your organisation based? Kensington & Chelsea	
Contact person: Ms Raji Hunjan	Position: Interim Director
Website: http://www.nklc.co.uk	
Legal status of organisation: Registered Charity	Charity, Charitable Incorporated Company or company number: 279699
When was your organisation established? 08/06/1970	
<p>Aims of your organisation:</p> <p>To provide free and/or affordable legal advice to all of Kensington's communities (and also neighbouring boroughs) and particularly those from the North of the borough who otherwise cannot access legal help and support.</p>	
<p>Main activities of your organisation:</p> <p>We currently run two legal aid contracts - housing and asylum. Under each of these contracts we employ specialist solicitors to offer legal advice and representation to some of the borough's most vulnerable people. In addition we also employ a case worker to offer legal advice and support in the areas of welfare benefits and employment. All individuals who visit the law centre are offered very basic support and advice, but in the areas of law that we do not cover, we refer them on to other charities and agencies. We also work more broadly with other advice agencies in the Borough to develop a wider understanding and strategy for support people in the community.</p>	

Number of staff

Full-time:	Part-time:	Management committee members:	Active volunteers:
4	2	7	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?
Leased	6 years, renewable

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. To improve triage for all users of our services to be able to support more vulnerable people whether they qualify for legal aid or not.
When will the funding be required? 31/01/2014
How much funding are you requesting? Year 1: £31,050 Year 2: £50,600 Year 3: £24,450 Total: £106,100
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 our triage becomes more established, we will be able to raise further income through our legal aid contracts to make this more self sufficient.
If you need any planning or other statutory consents for the project to proceed, what stage have the applications reached? No

Summary of grant request

We want to increase our efficacy and ability to both reach more people in the community, but also in particular those who are severely disadvantaged with increasingly complex issues, whether they qualify or fall out of legal aid scope. We want to deliver this by providing an excellent service of triage, where we identify and assess the needs of each individual person and provide them with a package of suitable options; these may include referrals to other agencies, identifying pro bono legal support, providing access to educational and self help material, or offering legal support and representation in house. In cases where we refer clients to other agencies or legal advice services we will broker introductions to ensure a smooth transition. This service will be provided from our Golbourne Road office.

The need has been established mainly by understanding the types and number of people requiring specific legal assistance and debt advice that we currently are unable to help and therefore refer to other services. On a month on month basis, we turn away approx 40 people (450 a year) that require support in areas of law that are not covered by our existing services. These areas include family law, some aspects of immigration, criminal, education and some aspects of employment. All of these people are disadvantaged in that their income is too low to be able to afford the fees of private law firms. In addition, in the areas that we currently do cover - housing, asylum, welfare benefits and employment - we turn people away up to 300 people a year who would qualify for legal help simply because we have run out of capacity to take on their case.

The triage work that we propose is an open access service that will reach all communities of Kensington and Chelsea primarily, but also communities from neighbouring boroughs who require access to free and/or affordable legal advice. Whilst open access, all our services target groups facing multiple social issues (such as immigration, disabilities, mental health problems and homelessness) and therefore by its very nature reach the most disadvantaged.

The North Kensington Law Centre was the first Law Centre in the country, pioneering a community-based legal service which promotes rights and equality of opportunity. We have been serving the community of North Kensington for over 40 years and have established a history and tradition of fighting for justice on behalf of people from disadvantaged and vulnerable communities. In addition to our history, we have the energy and value base to keep on achieving social change with communities for the next 40 years and beyond. We are not afraid to hold power structures to account and in our recent past have taken on a range of sensitive issues such as trafficking and employment issues concerning migrant domestic workers.

In terms of meeting the good practice principles:

- we are currently negotiating with the Borough either a refit of our existing office or support to move into a fully serviced building, either options give us a chance to address our carbon footprint.
- we welcome all sections of the community, and many of our users are from BME background or have complex social issues and the triage work will enable us to support more diversity.
- our volunteers play a very important role in delivering our services and we want to strengthen this through the triage work.

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 first stage triage for all visitors to the Law Centre. We want to offer 15/20 minutes of free legal support and advice to up 2,500 people in year one, increasing to 3,500 in year two and 4,000 in year three.

For those visitors who qualify for legal aid, we use activity one to assess the complexity of the case, and then start the process of supporting clients through volunteers before referring to the solicitor or case worker. this will enable us to support up more people each year.

For those who do not qualify for legal aid, we will use activity one to then support those people in other ways - referrals, access to pro bono, low cost charges, educational and self advocacy advice. This will be amount to 400 people year one, increasing to 500.

For the most complex cases for very vulnerable people that fall out of legal aid scope, we will endeavour to secure pro bono specialist support for 30 people in year one, 60 in year two and 90 in year three

To keep a detailed log of the people we help and the help they require to begin to develop other services and approaches to supporting the communities before the point of crisis.

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.

more people in kensington and beyond have access to specialist legal and debt advice

More people empowered to ask for help and to address their social/economic issues

More people with complex social and economic issues reached

more evidence and broader understanding of the people who access our services in order to provide additional preventative services

In terms of our organisation, more effective processes, policies and procedures by which to support our clients more effectively

Who will benefit?

About your beneficiaries

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

2,600

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

Kensington & Chelsea (70%)

Several SW London (10%)

Several NW London (10%)

London-wide (10%)

What age group(s) will benefit?

16-24

25-44

45-64

65-74

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
Triage Co-ordinator salary and on costs	30,000	31,500	33,000	94,500
Practice Co-ordinator salary and on costs	30,000	31,500	33,000	94,500
Volunteer expenses and subsistence	6,000	7,000	8,000	21,000
Core costs	15,000	17,000	20,000	52,000
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0

TOTAL:	81,000	87,000	94,000	262,000
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What income has already been raised?

Source	Year 1	Year 2	Year 3	Total
Big Lottery Transition Fund	14,000	15,000	0	29,000
Income earned through Legal Aid contracts (forecasted)	15,000	20,000	20,000	30,000
London Legal Support Trust	5,000	0	0	0
	0	0	0	0

TOTAL:	34,000	30,000	20,000	0
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What other funders are currently considering the proposal?

Source	Year 1	Year 2	Year 3	Total
Law Society Charity	15,000	0	0	15,000
Lloyds TSB	14,000	14,000	0	28,000
	0	0	0	0
	0	0	0	0

TOTAL:	29,000	14,000	0	0
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How much is requested from the Trust?

Expenditure heading	Year 1	Year 2	Year 3	Total
Contribution to Triage Co-ordinator salary	21,000	22,000	25,000	68,000
Volunteer expenses and subsistence	6,000	7,000	8,000	21,000
Contribution to Practice Co-ordinator salary	0	15,000	10,000	30,000
Contribution to core costs @ 15%	4,050	6,600	6,450	18,000
	0	0	0	0
	0	0	0	0
	0	0	0	0

TOTAL:	31,050	50,600	24,450	106,100
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Finance details

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

Financial year ended:	Month: March	Year: 2013
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Income received from:	£
Voluntary income	0
Activities for generating funds	0
Investment income	99
Income from charitable activities	359,134
Other sources	54,100
Total Income:	413,333

Expenditure:	£
Charitable activities	404,853
Governance costs	6,289
Cost of generating funds	0
Other	0
Total Expenditure:	411,142
Net (deficit)/surplus:	2,191
Other Recognised Gains/(Losses):	0
Net Movement in Funds:	0

Asset position at year end	£
Fixed assets	1,102
Investments	0
Net current assets	8,509
Long-term liabilities	0
*Total Assets (A):	9,611

Reserves at year end	£
Endowment funds	0
Restricted funds	0
Unrestricted funds	9,611
*Total Reserves (B):	9,611

*** 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:

We have seen a dramatic cut in legal aid funding since changes in legal aid post April 2013, in response we have made 4 solicitors/caseworkers redundant. Improving triage is a way of still providing a quality service. An interim director is overseeing a change process for a permanent director to lead post March 2014.

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	44,120	44,120	44,120
London Councils	123,681	77,709	6,918
Health Authorities	0	0	0
Central Government departments	311,400	256,233	250,099
Other statutory bodies	42,500	50,000	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 £
tudor trust	16,875	16,875	0
Esmee Fairbairn	0	33,007	55,011
Trust for London	0	44,000	9,000
London Legal Support Trust	0	25,000	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: **Raji Hunjan**

Role within **Director**
Organisation:

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MEETING 10/04/2014

Ref: 12128

ASSESSMENT CATEGORY - Resettlement and Rehabilitation of Offenders

PLIAS Resettlement

Adv: Joan Millbank

Base: Brent

Amount requested: £120,090

Benefit: Brent and Harrow

Amount recommended: £120,000

Purpose of grant request: A full-time Employment Caseworker to provide employment information, advice and guidance to ex-offenders and ex-prisoners facilitating their community reintegration and transition into employment.

Background

PLIAS Resettlement is a West London-based charitable company set up in 2004 specialising in ex-offender and ex-prisoner rehabilitation. Annually, PLIAS delivers pre and post-release support for a period of up to twelve months to more than 2,000 recipients of community and custodial sentences. PLIAS works to enable them to overcome complex and multiple practical and personal, emotional and employment barriers; helping people to turn their lives around to achieve community reintegration. Provision includes motivation and confidence building, skills assessment and personal development, employment skills, support with housing, benefits, mental health and addiction issues, family services, and activities to support alternatives to crime and offending behaviour for youths identified as 'at risk' of offending. Over the last two years the charity has experienced increased numbers of people accessing its services. It currently sees an average of 25-30 new clients each month, many of whom have mental health issues and/or learning difficulties.

PLIAS has developed strong relationships with local mental health organisations including Mind, Mencap, Revolving Doors Agency, the Sainsbury Centre for Mental Health, and the Mental Health Foundation Trust. A working action group has been established with Mind and Central & North West London Mental Health Foundation Trust to support PLIAS clients with mental health needs. The charity has an established working relationship with prisons across London, including Pentonville, Brixton, Wormwood Scrubs, Holloway, Thameside, ISIS, and Wandsworth.

Funding History

None.

Current Application

The charity is seeking a grant to employ an additional full time Employment Caseworker with overhead costs. Over a three-year period, the post holder – working within the charity's employment programme team - will provide a structured, flexible programme of personalised training, mentoring, and support to ex-offenders and ex-prisoners experiencing complex and multiple disadvantages. Service-users will have access to a bespoke package of high-quality personal development, employability, vocational and 'soft' skills training.

The post holder will provide in-depth diagnostic needs and skills assessment on a one-to-one basis, and offer solutions to personal and practical employment barriers through provision of information, advice, guidance, mentoring, financial management, CV writing and interview techniques, job profiling and job brokerage

services. Clients will also be referred to local agencies for specialist interventions such as Cognitive Behavioural Therapy counselling; bespoke literacy, numeracy and IT training. Work placement opportunities will be provided by community-based employers and local businesses, with which relationships have already been built.

Need has been identified through independent internal evaluation and reference to external research, for example, Bradley Report 2009 (Most offenders with lower-level mental health disorders present no public risk and could best be treated outside prison), Concilium Report 2009 (Programmes offering vocational training and progression to sustainable employment, significantly reduce re-offending rates).

150 clients are expected to complete the employability skills training programme, after which 42 clients (28%) are expected to enter sustainable, long-term employment; 45 clients (30 %) secure work trials/tasters; 30 clients (20 %) take on voluntary work placements and 54 clients (36 %) will undertake further learning or training. The charity estimates that 70% of clients will not re-offend; it will be working with its partners to increase this return.

Financial Observations

Audited accounts for the year ended 31st December 2012 show total income of £497,487 and a surplus on unrestricted funds of £23,550 (4.7% of turnover).

The charity's reserves policy is to hold 2 months' worth of general running costs, which based on the budget for the current year equates to £103,860. At 31st December 2012 free unrestricted reserves were below target at £32,581, equating to 2.7 weeks' worth of total expenditure.

Draft accounts for the year ended 31st December 2013 show total income of £492,071 and a surplus of £14,362 (2.9% of turnover), all of which is on unrestricted activity.

The budget for the current year 2014 shows total income of £693,448 of which £350,700 (50.6%) had been secured as at 17th March 2014. After total expenditure of £623,160, a surplus of £70,288 (10.1% of turnover) is anticipated, comprising £55,288 on restricted activity and £15,000 on unrestricted funds. This forecast surplus should see free unrestricted reserves increase to £61,943 as at 31st December 2014, equating to 1.2 months' worth of total expenditure.

Officer's Appraisal

While you have not funded this charity previously it has a strong track record in project design and delivery. Independent evaluation reveals strong findings. This application addresses your 'Resettlement and Rehabilitation of Offenders' programme. PLIAS has made a good case for funding and the 'offer' of a 70% non-reoffending rate at a cost of £1,143 per client represents very good value. The initiative offers targeted support to ex-offenders experiencing mental ill health including male and female offenders, those from Black and Minority Ethnic communities, and those with may also have physical and /or learning difficulties. As such it also addresses your 'Improving Londoners' Mental Health' programme.

Recommendation

£120,000 over three years (3 x £40,000) towards the salary and overhead costs of a full-time Employment Caseworker.

The City Bridge Trust

Investing In Londoners: Application for a grant



About your organisation

Name of your organisation: PLIAS Resettlement	
If your organisation is part of a larger organisation, what is its name?	
In which London Borough is your organisation based? Brent	
Contact person: Ms Norma Hoyte	Position: Executive Director
Website: http://www.pliasresettlement.co.uk	
Legal status of organisation: Registered Charity	Charity, Charitable Incorporated Company or company number: 1119468
When was your organisation established? 05/12/2005	
<p>Aims of your organisation:</p> <p>PLIAS Resettlement is a West London-based, third sector organisation specialising in ex-offender & ex-prisoner rehabilitation, education, training and employment support. Annually, PLIAS delivers pre/post-release support (up to 12 months) to more than 2,000 recipients of community and custodial sentences, enabling them to overcome complex and multiple, practical & personal, emotional & employment barriers and achieve community reintegration through positively transforming their lives. Provision includes motivation/confidence building, skills assessment and personal development, and support with housing, benefits, mental health and addiction. PLIAS Resettlement services meet 5 strategic objectives:</p> <ul style="list-style-type: none"> • To reduce the risks of re-offending • To support the community reintegration, rehabilitation and resettlement of ex-offenders & ex-prisoners including the promotion of family support • To support ex-offenders & ex-prisoners suffering labour market exclusion • To provide education & training for unemployed ex-offenders & ex-prisoners • To develop and support alternatives to crime & offending for youths identified as 'at risk' of offending. 	
<p>Main activities of your organisation:</p> <p>The range of rehabilitation, resettlement, education, training, & employment support services provided by PLIAS includes:</p> <ul style="list-style-type: none"> • Prisoner pre-release support; disclosure advice • Skills/barriers/needs diagnostic assessments; SMART action plans & regular reviews; 1:1 mentoring support; Matrix-accredited information, advice & guidance • Functional Skills (Literacy/Numeracy/IT); accredited education & training • CV writing/job application; motivation/confidence building; interview techniques & personal development workshops; work placements & volunteering • Employment Information, Advice and Guidance; local vacancy information & labour market intelligence; employer engagement, job search/brokerage & self-employment options; local/regional/national transport availability • Accommodation/financial/legal advice; family counselling/mediation 	

Number of staff

Full-time:	Part-time:	Management committee members:	Active volunteers:
11	2	3	15

Property occupied by your organisation

Is the main property owned, leased or rented by your organisation?	If leased/rented, how long is the outstanding agreement?
Leased	2 years

Environmental Impact

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

Making progress: We have reviewed our organisation's environmental impact and have started to carry out a plan of improvements.

Grant Request Details of grant request

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

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

More offenders and ex-offenders receiving help and support to improve their mental health

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

A full-time Employment Adviser to provide employment information, advice and guidance to ex-offenders/ex-prisoners facilitating their community reintegration & transition into sustainable employment.

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

How much funding are you requesting?

Year 1: **£40,904**

Year 2: **£39,612**

Year 3: **£40,574**

Total: £120,090

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 will apply for social funding (Investment Contract Readiness, Big Lottery, Social Investment Business, DoH Voluntary Sector Investment Programme, and Health & Social Care Volunteering Fund) and government-funded public sector contracts (Department for Work & Pensions, Skills Funding Agency, Ministry of Justice, European Social Fund) which generate income through a Payment by Results model.

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

NEED

PLIAS is the only local organisation providing a holistic, practical approach to this client group's specialist support requirements. Demand for our services has increased over the last 2 years from PLIAS Resettlement User Engagement Forum & prisons across London (Pentonville, Brixton, Wormwood Scrubs, Holloway, Thameside, ISIS, & Wandsworth). We see 25-30 new clients in the community each month, many of whom have mental health issues or learning difficulties/disabilities requiring intensive 1:1 support. We continually receive applications for additional National Careers Service Information Advice and Guidance sessions but funding constraints limit our delivery. Public spending cuts, welfare developments (universal credit), & digital inclusion imperative (e.g. online benefits/banking) are amongst the factors causing this increased service demand which we lack the funding & staff base to fulfil.

DELIVERY

Bespoke package of personal development, employability, vocational and 'soft' skills training, mentoring & support. Employment Caseworker provides in-depth diagnostic needs/skills assessment; solutions to personal/practical employment barriers with SMART action planning & monthly reviews. Signposting/referral to support organisations for specialist interventions e.g. Cognitive Behavioural Therapy counselling. Work placement opportunities provided by community-based employers and social enterprises. Intensive 1:1 support designed specifically to assist clients into education, training & employment opportunities with 12 month aftercare service.

A holistic approach which supports clients overcome their employment barriers through:

- In-depth diagnostic assessments
- CV writing and interview techniques
- Employability training, job search/brokerage
- Bespoke literacy, numeracy & IT training
- Budgeting/money management
- Disclosure advice & in-work support

Project Objectives, Measurable Through Outputs/Outcomes

- 100% (150 clients) receive intensive assessment & ongoing SMART action planning with monthly reviews
- 100% (150 clients) receive ongoing information, advice & guidance
- 100% (150 clients) complete employability skills training programme
- 75% (113 clients) referred to specialist services for additional support
- 50% (75 clients) assigned a mentor (synergy with our existing services)
- 28% (42 clients) enter sustainable, long-term employment
- 20% (30 clients) secure voluntary work placements
- 30% (45 clients) secure work trials/tasters
- 36% (54 clients) engage in further learning/training

WHY PLIAS?

PLIAS is committed to community reintegration/resettlement, overcoming barriers & securing sustainable employment. PLIAS has a robust track record (15,000+ individuals assisted; 820 information, advice & guidance sessions per month; 40% service-users progress into learning; 30% into work; 15% progress within work; 76% report increased confidence; 71% develop new skills; 71% improved motivation; 90% increased ability to overcome barriers). PLIAS has skilled & experienced trustees/staff/volunteers (legal advisors, criminologists, qualified tutors, counsellors & mentors; 50% community staff & 45% volunteers are ex-offenders). PLIAS has established relationships with organisations delivering services in the seven 'pathways' of resettlement; Voluntary, Community & Social Enterprise sector networks; employer networks; training providers; probation/prisons;

specialist support organisations.

MEETING THE TRUST'S OUTCOME AIMS

Providing ex-offenders with literacy, numeracy, education, employability & personal development information, advice, guidance & support, the project will increase the numbers of ex-offenders successfully/sustainably resettled in the community & reduce re-offending rates; & the numbers of ex-offenders (including those from BME communities) accessing appropriate mental health support services

MEETING GOOD PRACTICE PRINCIPLES

Service-users are involved in project design/development through PLIAS Resettlement Engagement Forum & in project management/running through the Steering Group.

Equality and Diversity (E&D) policy/implementation plan championed by Operational Director, who chairs E&D Steering Group & ensures E&D practices comply with legislation.

Volunteers undergo rigorous recruitment, screening, induction, training & matching procedures with consistent support/supervision & regular consultation/feedback.

Environmental policy/strategy involves continuous recording/monitoring of impact to identify efficiency savings; set/review annual reduction targets/benchmarking; minimise waste/increase use of recycled materials; energy/water efficiency; control of mileage, building emissions, office consumables; observation of Waste Electrical & Electronic

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.

150 clients (100%) receive intensive diagnostic needs/skills assessment and individualised Action Plan with monthly 1:1 reviews. Assessment results inform SMART Action Plan, which guides/records all ongoing information, advice and guidance activities, and identifies support needs and key interventions necessary to ensure clients reach their progression goals.

150 clients (100%) complete our employability skills training programme: CV development, writing speculative letters, application forms and interview preparation; assistance in developing the soft skills/attitudes valued by employers; referral to skills development/vocational training appropriate to their progression towards sustainable employment (e.g. ESOL, SfL, vocational courses).

113 clients (75%) signposted, referred and introduced to external specialist organisations for additional support and information including health and mental health conditions, learning difficulties and disabilities, Cognitive Behavioural Therapy counselling, family mediation, housing, financial, and legal advice and alcohol/drug misuse.

75 clients (50%) assigned a Mentor (in alignment with our existing services). PLIAS mentoring interventions encourage/respect self-determination i.e. working 'with' offenders not 'on' them. Alongside a focus on clients' risks and needs, our (up to 12-months) interventions support and develop their personal/social strengths and resources capable of overcoming desistance obstacles

Employment, training and education outcomes: 42 clients (28%) enter sustainable, long-term employment; 45 clients (30 %) secure work trials/tasters; 30 clients (20 %) secure voluntary work placements; 54 clients (36 %) engage in further learning/training.

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 positive life outcomes; increased social inclusion; improved personal, practical and attitudinal skills; confidence, motivation, self-esteem, responsibility, personal appearance/presentability, personal/career aspirations; timekeeping, personal hygiene, self-awareness, health/fitness, concentration; improved awareness of rights and responsibilities. Measured through self-assessment questionnaires; staff assessment; Action Plans; reviews; distance travelled from initial assessment.

Improvement in client employability skills and employment prospects. Measured through numbers receiving skills assessments; numeracy/literacy assessments completed; careers advice sessions; updated CVs; job search sessions; interviews skills training; ability to identify suitable jobs and complete application forms; and number of employers contacted and job applications submitted.

Improved access to community services supporting resettlement and reintegration; reduction in drug/alcohol use. Measured through: self-assessment Outcomes/Recovery Star™; reduction in OASys score; numbers achieving Action Plan targets; numbers of successful referrals to specialist support agencies.

Reduction in offending. Measured through self-assessment Outcomes/Recovery Star™ system; reduction in OASys score; comparison with OGRS score. Number of clients not re-offending within one-year follow up period and receiving court conviction, caution, reprimand or warning within one year follow-up or further six month waiting period (MoJ 'proven re-offence' definition, 2010)

Progression to employment, training and education. Measured through the number of clients gaining employment, securing voluntary positions, and involved in work placements/tasters/trials. Documented through completion of employer/work placement verification templates, and training provider, college/university enrolment documentation and recorded on management information systems.

Who will benefit?

About your beneficiaries

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

50

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

Brent (70%)

Harrow (30%)

What age group(s) will benefit?

16-24

25-44

45-64

65-74

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
Salary	30,620	31,377	32,163	93,160
Employer's National Insurance	3,230	3,309	3,390	9,929
Recruitment Costs	2,000	0	0	2,000
Staff Training	1,000	1,000	1,000	3,000
Project Management Costs	4,054	3,926	4,021	12,001
	0	0	0	0
	0	0	0	0

TOTAL:	40,904	39,612	40,574	120,090
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What income has already been raised?

Source	Year 1	Year 2	Year 3	Total
None	0	0	0	0
None	0	0	0	0
None	0	0	0	0
None	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
None	0	0	0	0
None	0	0	0	0
None	0	0	0	0
None	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
Salary	30,620	31,377	32,163	93,160
Employer's National Insurance	3,230	3,309	3,390	9,929
Recruitment Costs	2,000	0	0	2,000
Staff Training	1,000	1,000	1,000	3,000
Project Management Costs	4,054	3,926	4,021	12,001
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0

TOTAL:	40,904	39,612	40,574	120,090
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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	40,800
Activities for generating funds	0
Investment income	50
Income from charitable activities	456,637
Other sources	0
Total Income:	497,487

Expenditure:	£
Charitable activities	471,297 411,526 gm
Governance costs	2,640 62,411 gm
Cost of generating funds	0
Other	0
Total Expenditure:	473,937
Net (deficit)/surplus:	23,550
Other Recognised Gains/(Losses):	0
Net Movement in Funds:	0

Asset position at year end	£
Fixed assets	38,868
Investments	0
Net current assets	45,081 83,949 gm
Long-term liabilities	0
*Total Assets (A):	83,949

Reserves at year end	£
Endowment funds	0
Restricted funds	12,500
Unrestricted funds	71,449
*Total Reserves (B):	83,949

* 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:

None

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	183,000
Central Government departments	300,000	362,000	280,000
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 £
Lankelly Chase Foundation	15,000	15,000	20,000
Pilgrim Trust	20,000	10,000	10,000
Big Lottery	0	30,480	0
Tudor Trust	20,000	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: **Norma Hoyte**

Role within **Executive Director**
Organisation:

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MEETING 10/04/2014

Ref: 12138

ASSESSMENT CATEGORY - Strengthening London's Voluntary Sector

Community Action Southwark

Adv: Tim Wilson

Base: Southwark

Amount requested: £146,884

Benefit: Southwark

Amount recommended: £146,900

Purpose of grant request: To support voluntary and community organisations to demonstrate the impact of their services more effectively.

Background

Community Action Southwark (CAS) is the borough's council for voluntary services. CAS provides a range of support activities for charitable organisations including training, consultancy, representation, and networking activities. CAS has built good relations with the local authority, managing two grant programmes on its behalf and participating in a number of local fora.

There are over 1,200 registered charities in Southwark, and whilst the borough is home to headquarters of several large national bodies the majority of organisations are relatively small with an average turnover of £100,000 and one paid staff member. CAS' Development Team is responsible for providing direct support services and, reflecting the borough's reliance on volunteer input has, in recent years, focused primarily on governance and volunteer management.

Funding History

You awarded CAS £25,000 in 2001 for an evaluation of its fundraising advice work, and £122,000 in 2006 for a capacity building programme for health and social care organisations. Reports on both awards, made under your old Main Grants programmes, were rated 'good' by your officers and the files were archived some time ago.

Current Application

In 2013 CAS prepared a 'mini almanac' of the borough's voluntary sector in order to demonstrate the range of services provided by local charities and to provide evidence of the sector's value. From this research, as well as learning from the work of CAS' Development Team, it became clear that a lot of Southwark charities struggled to articulate their outcomes, and that this was harming their ability to secure funding.

CAS proposes to deliver a three year monitoring and evaluation support programme for over 140 local organisations. The work will engage trustees, volunteers and staff and be delivered primarily at each organisation's own office. Charities will receive support to develop a monitoring framework and to implement improved monitoring practices. CAS will raise awareness of the programme through a series of workshops, and will write up case studies to share learning from the programme participants.

Beneficiaries will receive an average of five days' support time and the work will be delivered by a new staff member who is yet to be recruited.

As a result of its Development Team's work, CAS already has a good awareness of which organisations would gain most benefit from the work. However, the charity will also seek to engage organisations it has not previously supported through its network of partners across the borough.

Financial Observations

Audited accounts for the year ended 31st March 2013 show a surplus of £104,106 (18% of turnover), comprising £99,745 on unrestricted funds and £4,361 on restricted funds. The charity advises that the surplus was due to increased income to deliver one-off and discrete pieces of work coupled with tight controls on spending which reduced charitable expenditure on items such as consultancy and professional fees.

The reserves policy states that the organisation aims to hold between three and six months' worth of running costs in free unrestricted reserves, which equates to a target holding of between £147,837 and £295,675, based on budgeted expenditure for 2014-15. At 31st March 2013, the organisation held free unrestricted reserves of £229,839 which equates to 4.6 months' worth of running costs.

The latest forecast for the year ended 31st March 2014 shows total income of £749,186 all of which is confirmed, and a surplus of £53,137 (7% of turnover), comprising £6,215 on unrestricted funds and £46,922 on restricted funds.

The budget for 2014-15 shows a deficit of £2,334 (0.3% of turnover), entirely on unrestricted funds. Total income is expected to be £670,365, of which £584,865 (87.2%) has been confirmed as at 20th March 2014.

Officer's Appraisal

CAS is a well-regarded infrastructure organisation and has led several innovative support programmes in recent years. The capacity building service which is the focus of this application has been designed to ensure that learning is embedded in the beneficiary organisations and not simply delivered through classroom teaching for a single staff member or volunteer. By engaging the whole board and staff team from the start, CAS will be able not only to look at skills and knowledge, but also the organisational dynamics that might be impediments to change. The time per organisation appears sufficient to help the worker support each organisation and the project is likely to generate useful learning for other capacity building programmes in other boroughs.

Recommendation

£146,900 over three years (£47,800; £49,100; £50,000) towards a full-time (35 hours per week) Outcomes Framework Development Officer and running costs for Community Action Soutwark's monitoring and evaluation support programme.

The City Bridge Trust

Investing In Londoners: Application for a grant



About your organisation

Name of your organisation: Community Action Southwark	
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 Graham Collins	Position: Head of Sustainability & Development
Website: http://www.casouthwark.org.uk	
Legal status of organisation: Registered Charity	Charity, Charitable Incorporated Company or company number: 1105835
When was your organisation established? 01/04/2008	
<p>Aims of your organisation:</p> <p>Our vision is of stronger Southwark communities that fulfil their potential. We work to create and support the conditions for a strong and thriving voluntary and community sector in Southwark. We have three strategic priorities (and one enabling priority): to increase the resilience of voluntary and community sector organisations; to create and maintain an equitable and influential relationship between the public and voluntary and community sectors and to increase collaboration; developing, sharing and co-ordination of resources, skills and knowledge within the voluntary and community sector.</p>	
<p>Main activities of your organisation:</p> <p>Community Action Southwark (CAS) is the recognised umbrella organisation (or Council for Voluntary Service) for the voluntary and community sector in Southwark. CAS fulfils three key strategic functions for the voluntary and community sector in Southwark: support, influence and providing connections.</p> <p>We equip voluntary organisations and community groups in Southwark with the tools and information they need to help them make a difference in the communities they work in. We provide training and support on a wide range of topics to empower the voluntary and community sector to become more resilient. CAS also represents the voluntary and community sector to local government and other public sector agencies.</p>	

Number of staff

Full-time:	Part-time:	Management committee members:	Active volunteers:
13	3	11	9

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	Rolling monthly contract

Grant Request**Details of grant request**

Under which of City Bridge Trust's programmes are you applying? Strengthening London's Voluntary Sector
Which of the programme outcome(s) does your application aim to achieve? More organisations with improved capabilities in monitoring, evaluation and impact reporting More organisations with improved capabilities in monitoring, evaluation and impact reporting
Please describe the purpose of your funding request in one sentence. To create a step change in the cultures and practices of voluntary and community organisations enabling them to effectively demonstrate the impact of their services.
When will the funding be required? 01/07/2014
How much funding are you requesting? Year 1: £47,796 Year 2: £49,113 Year 3: £49,975 Total: £146,884
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? During the current financial year we have piloted a paid for consultancy service to voluntary and community organisations offering bespoke training and advice. It is still early days, but the offer has been well received and we intend to broaden our offer out over the coming two years to generate income to support an Officer.
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

Over the last 18 months CAS has been tracking the prevalence of the number of voluntary and community organisations that struggle to collate and articulate the impact that their services have on their beneficiaries. 78% of organisations that CAS has worked with in the last 18 months have inadequate methodical systems in place to collect, analyse and report on their outcomes.

In June 2013, our research found 85% of respondents needed additional help to understand impact measurement, noting capacity and resource restriction as a significant obstacle. 80% of registered charities in Southwark have an annual income of less than £500,000 and lack the expertise and tools to collate, assess and articulate their impact and resources to pay for external consultants.

There will be three strands to the project, building on CAS's expertise in providing both practical training and information and 1:1 intensive support to both staff and trustees:

1. Training and awareness sessions, including both practical workshops focusing on defining outcome frameworks for organisations with little knowledge, to more advanced seminars for organisations wishing to develop a 'theory of change' model
2. A selected cohort of 30 Southwark VCOs in each of the three years, of different sizes and subsectors, to receive direct 1:1 support in using a range of impact measurement tools to develop excellent practice
3. Aggregation of learning outlining the challenges faced in measuring impact and ways to overcome these; some of the cohort organisations acting as case studies to share their expertise with others

This Southwark-wide project will:

- a). increase awareness amongst voluntary and community organisations of the urgency, possibility and benefits of 'upping their game' on outcomes and impact;
- b). develop organisational skills in strategically planning for, monitoring, communicating, comparing, assessing and improving their impact;
- c). generate new knowledge about best practice and evidence of 'what works'; and
- d). enable organisations to provide, themselves, beneficiaries, funders and commissioners with more robust information about the outcomes and value of their services.

For over 10 years CAS has been providing a range of resources to build skills, the quality and resilience within the sector - a role that 8 out of 10 stakeholders feel could not be performed by another organisation in Southwark. CAS fully understands the local voluntary and community sector and is trusted by it to provide objective, informative and enabling advice and practical support.

In November 2013 we published comprehensive research outlining the size and scope of the sector in Southwark. This has provided CAS with primary data and detailed analysis of the make-up of the sector, its needs and its structure -- enabling us to tailor our services in a thematic and targeted manner.

This project will meet the Trust's aim of more organisations with improved capabilities in monitoring, evaluation and impact reporting.

Many of the organisations who will benefit from this project have limited capacity to develop or implement new ways of working. They will often use volunteers and staff who may have multiple responsibilities. CAS will adopt a non-prescriptive approach. By listening to the organisation or individual, and assessing their needs, we will encourage them to devise their own solutions and offer tangible support to achieve them.

CAS has developed an effective outcomes approach to planning, monitoring and evaluating our work. We have developed a monitoring framework that has proved to be effective in capturing detailed on-going data and feedback on our work extending through our events programme, 1:1 work; website, tools and resources. The data and feedback enables us to report in detail as well as informing us on the improvement of existing projects and the development of new work.

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 training to 144 voluntary and community organisations to develop their skills, knowledge, and confidence in the importance of an outcomes approach and provide guidelines on how to effectively implement a coherent and methodical assessment framework

Work intensively on a 1:1 basis with 90 voluntary and community organisations supporting the staff, trustees and users to develop an 'outcomes map' outlining potential outcomes and corresponding outputs that are aligned to their strategic aims and objectives

Intensively support 90 voluntary and community organisations to develop appropriate and practical tools and methodologies to collate, assess and report on outcomes. Provide support to develop an organisational outcomes assessment framework enabling them to practically implement and embed it throughout the organisation - at both the strategic and operational levels

Aggregate learning from the project and use it to outline the generic challenges facing organisations in developing and implementing an outcomes approach and how they overcome them. Support 30 organisations to write case studies to inform and inspire other organisations on the importance and benefits of using an outcomes approach

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

By July 2017, 144 voluntary and community organisations will have increased their awareness, knowledge and confidence about defining and assessing the impact of their products and services and understand the value of developing and implementing an organisational outcomes approach.

By July 2017, 90 voluntary and community organisations will have a comprehensive 'outcomes map' detailing outputs, outcomes, and measurement methods enabling them to outline the desired and potential impact of their products and services in a logical and robust manner.

By July 2017, 90 voluntary and community organisations will have the skills, tools and methodologies to collate, assess and report on outcomes, enabling them to provide evidence based outcomes data to their trustees and beneficiaries, funders and commissioners, and logically inform their future organisational strategy and work-plans.

The shared learning about 'what works' (and what doesn't) in developing and implementing an outcomes framework will enable organisations to identify the most appropriate approach for them. The detailed case studies will inform staff and trustees on the benefits of adopting an outcomes approach and inspire them to take action.

Who will benefit?

About your beneficiaries

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

1,080

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

Southwark (100%)

What age group(s) will benefit?

All ages

What gender will beneficiaries be?

All

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

A range of ethnic groups

If Other ethnic group, please give details:

What proportion of the beneficiaries will be disabled people?

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
Staff costs	34,327	36,050	37,107	107,484
Management costs	10,269	10,577	10,895	31,741
Indirect costs	5,972	5,928	5,486	17,386
Direct costs	3,200	2,486	1,973	7,659
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0

TOTAL:	53,769	55,042	55,461	164,272
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What income has already been raised?

Source	Year 1	Year 2	Year 3	Total
Indirect costs - to be paid by CAS unrestricted income	5,972	5,928	5,486	17,387
	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
Staff costs	34,327	36,050	37,107	107,484
Management costs	10,269	10,577	10,894	31,741
Direct costs	3,200	2,486	1,973	7,659
	0	0	0	0
	0	0	0	0
	0	0	0	0

TOTAL:	47,796	49,113	49,975	146,884
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Finance details

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

Financial year ended:	Month: March	Year: 2013
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Income received from:	£
Voluntary income	0
Activities for generating funds	23,298
Investment income	515
Income from charitable activities	536,148
Other sources	12,451
Total Income:	572,412

Expenditure:	£
Charitable activities	464,301
Governance costs	4,005
Cost of generating funds	0
Other	0
Total Expenditure:	468,306
Net (deficit)/surplus:	104,106
Other Recognised Gains/(Losses):	0
Net Movement in Funds:	104,106

Asset position at year end	£
Fixed assets	245
Investments	0
Net current assets	268,151
Long-term liabilities	
*Total Assets (A):	268,396

Reserves at year end	£
Endowment funds	0
Restricted funds	38,312
Unrestricted funds	230,084
*Total Reserves (B):	268,396

* 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:
--

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	479,049	610,495	376,768
London Councils	0	0	0
Health Authorities	0	0	0
Central Government departments	169,049	180,967	0
Other statutory bodies	0	0	0

Previous grants received

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

Name of Funder	2010 £	2011 £	2012 £
Big Lottery Fund	78,344	57,064	78,344
Capital Community Foundation	0	3,078	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: **Graham Keith Collins**

Role within **Head of Sustainability & Development**
Organisation:

Committee:	Date:
City Bridge Trust Committee	10 April 2014
Subject:	Public
Strategic Initiatives: Young Philanthropy	
Report of:	For Decision
Chief Grants Officer	

Summary

This paper proposes that you build on the success of the work of Young Philanthropy, as part of your *City Philanthropy – a wealth of opportunity* initiative to enable it to expand its work in City Firms and to become self-financing by February 2017.

Young Philanthropy has established a model of funding syndicates that enables groups of young professionals to join together and invest their money, time and skills in a niche charity project, with matched funding and support of an experienced philanthropist and their employer.

Recommendation

Members are asked to:

- Approve the sum of £71,750 over three years towards the cost of expanding Young Philanthropy as part of your *City Philanthropy a wealth of opportunity* initiative to be costed against your allocation for Strategic Initiatives 2014/15.

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 Current activities (all of which are managed by Cheryl Chapman) include:

- the City Philanthropy website, where those interested in philanthropy can find information, resources and case-studies on the subject.
- the City Funding Network, a giving circle that targets young City professionals.
- the City Philanthropy Exhibition and book, launched at Charterhouse at the end of October 2013 and which is now available to tour.

- the Beacon Awards for City Philanthropy 2013 which recognises individual philanthropists from the City as part of the Beacon Fellowship Awards for Philanthropy (proposals to continue to support this award are included elsewhere in your papers today).
- 1.3 In addition, in November 2012, you approved the sum of £41,000 over 3 years (£17,250; £14,000; £9,750) towards the cost of an Engagement Manager in order to enable the model to be scaled up across firms in the City. This was one of three grants you approved in order to increase the activities being undertaken as part of your *City Philanthropy – a wealth of opportunity* strategic initiative.
 - 1.4 So far, Year 1 of the grant has been utilised. Years 2 and 3 are due to be spent in 2014/15 and 2015/16, respectively. The proposal before you is to increase this funding to enable Young Philanthropy to scale up its activities and become sustainable in the longer term.
 - 1.5 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.

2.0 About Young Philanthropy and its Achievements to Date

- 2.1 Young Philanthropy was established in January 2011 by two young City professionals with the aim of introducing young professionals to a career of giving and to develop their potential as future philanthropists. Having established syndicates (each investing an average of £7,000 in their chosen charity) at a number of leading City firms, it became clear by the end of 2012 that a paid member of staff would be needed in order to harness the appetite for the model and to enable it to be scaled up across City firms.
- 2.2 As well as support from your Trust, funding was secured from the Pears Foundation, Nesta and Deloitte, all of which totalled £67,500 for 2013. One of the founders, Adam Pike, was seconded from Deloitte in order to take up the post of Engagement Manager in February 2013 when Young Philanthropy also registered with the Charity Commission as a Charitable Incorporated Company.
- 2.3 Since then, the work has gone from strength to strength. Five Syndicates have ended, having invested approximately £30,000 plus time and skills. 23 Syndicates are currently running, involving 345 young professionals who are investing approximately £138,000 over 12 months in a range of projects. 24 more syndicates are due to launch over the next 6 months which will invest a further £148,000 and engage 360 more young professionals. Firms involved include PwC, Deloitte, KPMG, E&Y and the Civil Service. New relationships are being cultivated at McKinsey, Bain & Company, Coutts, RBS, Goldman Sachs, JP Morgan, Mishcon de Reya, Clifford Chance, Freshfields and SJ Berwin.

- 2.4 It has successfully convened several high-level events, including at the Cabinet Office, Ernst & Young, the Bulldog Trust and the English National Opera.
- 2.5 Young Philanthropy has worked closely with your City Philanthropy Manager, Cheryl Chapman, and in November 2013 jointly hosted a Young Philanthropy Breakfast at Charterhouse, as one of the events taking place during the City Philanthropy Exhibition. It was attended by more than 100 young people who heard Lady Edwina Grosvenor speak about her work in prison reform and prisoner rehabilitation.
- 2.6 The nine founders of Young Philanthropy were amongst those awarded the Beacon Award for City Philanthropy (see paragraph 1.2), alongside Harvey McGrath and John Stone.

3.0 Proposals to expand Young Philanthropy to December 2016

- 3.1 Young Philanthropy has recently secured a one-off grant from NESTA (National Endowment for Science, Technology and the Arts) of £175,000 in order to scale up the initiative, by increasing the number of syndicates and employers engaged with it and to become self-sustaining.
- 3.2 To this end, it has prepared a budget for the period 1st February 2014 to 31st January 2017. This shows its capacity for earned income through fees raised from its syndicate membership increasing year on year as the number of syndicates grow. It also shows the charity growing from one full-time member of staff to four FTE in order to achieve the economies of scale needed to grow the charity. The staff team would comprise a Chief Executive, a Syndicate Engagement Manager, a Charity Partnerships Manager, and an Operations and Events Manager.
- 3.3 If you approve funding today as proposed this, together with funding from the Pears Foundation (subject to approval), would enable Young Philanthropy to achieve a surplus of just under £40,000 on a turnover of c£250,000 per annum by January 2017. It anticipates being self-financing from February 2017 onwards.
- 3.4 Over the next three years, Young Philanthropy plans to:
- Develop an impact evaluation framework in order to enable the syndicates to their social return on investment and impact.
 - Develop a web-based platform to provide charities with a portal to propose projects that the syndicates may wish to support, and to set out the skills, expertise and funding that they require. The platform will also enable Young Philanthropy to manage its relationships with its members, offer training tools and resources online, as well as manage event bookings and ticket sales.
 - In addition to its regular, and very popular, Young Philanthropy Breakfasts, hold three additional special events during the coming year:
 - Ian Davis (Chairman of Rolls Royce, former Managing Director of McKinsey and Cabinet Office Syndicate sponsor) will be hosting a

reception in May where senior business leaders and philanthropists will meet, share experiences of Young Philanthropy and encourage more people to get involved in philanthropy.

- Young Philanthropy will host an event focused on Women in Leadership and Philanthropy in July.
 - Ian Davis has also agreed to host a summit with senior business leaders around Giving and Generation Y where Young Philanthropy will be able to present.
- Young Philanthropy plan to develop a tracking tool to identify and track the changing attitudes and behaviours of young people regarding giving in the short, medium and long-term. This potentially will be very useful as there is very little attitudinal data currently available.
- 3.5 However, these planned new areas of activity will not be feasible without an expanded staff team.

4.0 Financial Observations

- 4.1 As stated earlier, Young Philanthropy registered as a charity in February 2013. It therefore does not yet have audited accounts.
- 4.2 Draft income and expenditure figures for the period 1st February 2013 to 31st January 2014 have been provided which show income of £90,635 and expenditure of £41,723, which results in a surplus of £48,912 (54% of turnover) entirely on unrestricted funds.
- 4.3 The budget for the current year to 31st January 2015 anticipates income of £246,000, of which £189,000 (76.8%) was confirmed as at 19th March 2014. The remaining £57,000 is the anticipated income from membership fees. After expenditure of £267,190, a deficit of £21,190 (8.6% of turnover) is projected, entirely on unrestricted funds.
- 4.2 During 2014/15, the organisation plans to introduce membership fees for its syndicates in order to begin its transition to being sustainable and no longer dependent on grant income. It has a target of £57,000 in 2014/15, which is based on there being 32 syndicates running, rising to £153,900 (68 syndicates) in 2015/16 and to £255,075 (119 syndicates) in 2016/17. By this time, the organisation hopes to generate sufficient income to sustain itself and the proposed expansion of four FTE members of staff, running costs and overheads.

5.0 Cost

5.1 The proposed budget which incorporates applications pending to CBT and Pears Foundation is set out in the table below:

Expenditure	2014/15	2015/16	2016/17
Salaries	165,688	192,639	199,464
Website	40,000	35,000	0
Admin	61,502	54,528	50,828
Total	267,190	282,167	250,292
Income			
Fees	57,000	153,900	255,075
NESTA	175,000	0	0
City Bridge Trust (approved November 2012)	14,000	9,250	0
Subtotal	246,000	163,150	255,075
Additional CBT funding sought	31,000	25,750	15,000
Funding sought from Pears Foundation	35,000	25,000	10,000
Total	312,000	213,900	280,075
Surplus/(deficit)	44,810	(68,267)	29,783

6.0 Conclusion

6.1 Young Philanthropy has been extremely successful in its first year, far more so than was originally anticipated. Additional investment at this stage will enable it to build on this success, develop metrics for measuring its impact and become sustainable in the medium-term.

6.2 It has played an important part in your *City Philanthropy – a wealth of opportunity* initiative and will continue to do so as the number of syndicates established and the number of charities supported increases over the next three years.

Jenny Field

Deputy Chief Grants Officer

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Committee:	Date:
City Bridge Trust	10 April 2014
Subject: Strategic Initiative – Thames21 Development Programme	Public
Report of: Chief Grants Officer	For Decision
Summary	
<p>This report requests funding over three years to increase community activity and participation in protecting and preserving the River Thames and London's waterways.</p>	
Recommendation	
<p>Members are asked to:</p> <p style="padding-left: 40px;">Approve a grant to Thames21 of £340,000 over three years (£134,000; £102,000; £104,000) for the salaries and operational costs of a Development Programme to increase and sustain London volunteers' involvement in protecting the capital's waterways.</p>	

Main Report

1.0 Background

- 1.1 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). It is unique in its coverage of all the major waterways in the capital and it is held in high regard by professionals and public alike for its work to improve and protect these amenities. It describes itself – with some justification – as "*the voice for London's waterways*".
- 1.2 The Trust has supported the charity's work on many occasions since your first grant in 1996, with good monitoring information provided on every occasion. You are currently supporting its project to train and support volunteers to look after their local waterways – a scheme which has progressed well so far and provides a foundation for this proposal.
- 1.3 The City Corporation also supports Thames21 through the provision of office accommodation at Walbrook Wharf whilst there are very strong links between the charity and the Port of London Authority.

1.4 In recent years the organisation's annual turnover has been in the region of £1.6m. Whilst it employs approximately 20 staff much of its accomplishments are due to the thousands of volunteers – individuals, communities and corporates – it mobilises and supports each year.

2.0 Current Position

2.1 In the ten years since its establishment as an independent charity Thames21 has grown steadily: building the numbers of volunteers each year to over 12,000 currently; spreading its activities out from the central artery of the River Thames to embrace new waterway areas; building a solid reputation in the community and amongst stakeholder organisations (eg Thames Water; Local Authorities; Environment Agency).

2.2 The charity, nevertheless, feels that it has fulfilled only a fraction of its potential to benefit London's natural environment or to engage and nurture the commitment and energy of London's communities.

2.3 Over the years it has found that its most successful and sustainable work has resulted from listening to Londoners and creating programmes hand in hand with local communities. It sees the best way of achieving long term impact, and real change as well as growth, is to work directly with residents and groups in many more localities throughout the capital. To take this approach forward, therefore, it now wishes to instigate a Development Programme for London.

3.0 Proposal

3.1 Thames21 wishes to establish a major, new, three-year Development Programme to focus on growing and increasing the impact of its work through more and direct contact with Londoners in their localities. This programme would integrate fully within the operational structure of the organisation, and be located within its Senior Management Team.

3.2 A new Development Team, comprising a Senior Manager and Project Officer, would deliver the following:

Outputs:

a) Establish Thames21 activities in new localities across Greater London by running a range of "taster" engagement and volunteering activities in communities where the charity does not yet have much reach - to build local interest in the waterways, and in environmental issues.

b) Work hand in hand with more local communities to develop practical projects for their local water-space which will meet local needs, concerns and interests.

c) Establish a new Senior Management Strategy Group to consider new ideas and initiatives. "Road test" and develop these initiatives hand in hand with London communities, gathering the evidence required to generate robust proposals to potential funders for full project delivery.

- d) Facilitate increased neighbourhood/borough involvement in current Thames21 London-wide programmes such as the charity's Training Programme and Schools Programme.
- e) Work with local authorities and other organisations to increase opportunities for Thames21 to deliver or facilitate improvements to the natural environment such as Sustainable Urban Drainage Systems to reduce flood risk and water pollution or River Re-naturalisation work in localities across London.

3.3 This Programme would enable Thames21 to develop new opportunities hand in hand with Londoners, and in new areas, to the point where it can then secure separate, major, project funding for each of them. Currently the charity is unable to allocate resources to this area of development which is a source of great frustration as it recognises the value of how much more could be achieved through scaling up its work to date. The anticipated outcomes are:

- a) Measurably increase Thames21's presence and benefit in every borough in London (eg with volunteer groups preserving local waterways).
- b) Number of Londoners engaged in the charity's programmes increased from 12,000 currently to 21,000 within three years.
- c) Charity programmes created (eg habitat preservation schemes) which can be shown to respond directly to the needs of London communities.
- d) Long term sustainability of new programmes maximised.
- e) Charity reputation, professionalism and trust enhanced at grassroots level.
- f) The profile of Londoners involved in Thames21 progressed to represent more closely the cultural and racial make-up of London's population overall (eg Thames21's Training programme participants are on average 88% White British and 12% Minority Ethnic - whereas the population of London as a whole is 60% White British and 40% Minority Ethnic.)
- g) Larger funding grants and overall income received for the charity's work significantly improved by presenting more robust funding applications through the new system of piloting project work within communities.

3.4 The Development Programme, therefore, will both generate new activity to preserve and enhance waterways across London and make the organisation more sustainable, thereby protecting a unique and valuable pan-London service.

4.0 Costings

4.1 This new programme would be costed over three years as outlined in the table that follows:

Development Manager: salary + on-costs for 3 years	128,700
Development Delivery Officer: salary + on-costs for 3 years	94,800
Development Group: Senior Thames21 staff time set aside from other work to focus on development strategy and delivery @ £3k per manager for 3 years	27,000
Communications and publicity materials for development activity (eg social networking systems, evaluation and marketing systems)	36,000
New database to support effectively the involvement and development of increasing numbers of volunteers and localities (Expenditure in Year 1)	30,000
Equipment and materials (eg ground-working equipment, personal safety items, perishables)	10,000
Full cost recovery: calculated on basis of project staff hours and related contribution to central overheads	13,500
TOTAL:	£ 340,000

5.0 Financial Observations

5.1 Audited accounts for the year ended 31st March 2013 show total income of £1,672,568 and a surplus of £6,562 (0.4% of turnover), all on unrestricted funds.

5.2 The reserves policy states that “*the level of free reserves should be the equivalent of six months’ essential operating costs and that reserves should be built up to the desired level in stages consistent with the Charity’s overall financial position and its needs to maintain and develop its charitable activities*”. As at 31st March 2013 free unrestricted reserves amounted to £64,563 which equates to 3.1 weeks’ worth of 2014/15 total expenditure.

5.3 The latest forecast for the current year ending 31st March 2014 shows total income of £932,000 all of which is confirmed and a deficit of £3,000 (0.3% of turnover) all on unrestricted funds.

5.4 The budget for 2014/15 shows total income of £1,092,114, of which £891,774 (81.7%) had been confirmed as at 26th March 2014. After total expenditure of £1,068,000 a surplus of £24,114 is forecast, all on unrestricted funds. This surplus would see the free reserves position increase to £85,677 by 31st March 2015, equating to 1 months’ worth of total expenditure.

6.0 Conclusion

6.1 Recent events have shown that the health and proper functioning of London, Londoners, and the capital’s rivers and waterways are intrinsically linked. Floods have recently caused damage to thousands of households whilst sewage pollution in the Thames has increased significantly as a direct result.

Government agencies cannot rectify these issues alone and therefore the will and effort of local communities to clean, protect and preserve their waterways is essential. Thames21, as the sole charity with pan-London responsibility for mobilising and supporting London volunteers in these endeavours warrants the investment as recommended in order to increase and sustain its capacity in this respect. A grant of £340,000 over three years (£134,000; £102,000; £104,000) is recommended.

Ciaran Rafferty

Principal Grants Officer

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Committee: The City Bridge Trust	Date: 10 April 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 10 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 10 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.

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CBT iL Recommended for Rejection (inc reasons) Landscape

The City Bridge Trust Committee - 10 April 2014

Summary of Recommendations for Rejection - Investing in Londoners

Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
<u>Improving London's Environment</u>				
12167 A Rocha UK	Restoration of Wolf Fields Community Allotments for food growing, community use and wildlife conservation	The proposed outputs are very low for the amount requested. with most of the funding being to support several core posts.	£118,005	CR Ealing
12153 Bankside Open Spaces Trust (BOST)	A programme of herb growing and awareness raising around herbs for people living in estates and locally in Bankside.	The aim and outcomes of this project do not sufficiently address your Improving London's Environment programme.	£119,347	JXM Southwark
<i>Total Improving London's Environment (2 items)</i>			<u>£237,352</u>	
<u>Improving Londoners' Mental Health</u>				
12112 Mind in Kingston	To fund the the development and creation of the first ever mental health parliament	This application seeks funding to develop collective advocacy to benefit adults with mental health issues and as such is insufficiently targeted to be considered under your Improving Londoners' Mental Health programme.	£123,996	JXM Kingston
12137 Southbank Sinfonia	To enable Southbank Sinfonia to work with CoolTan Arts to improve the mental wellbeing of South Londoners through a programme of poetry and music composition.	Proposal is to work in partnership with an organisation which has recently been turned down by your Committee. Likely outcomes are weak whilst the organisation, with a turnover in excess of £1M, could be expected to self-fund this proposal.	£2,248	CR Lambeth

Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
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Total Improving Londoners' Mental Health (2 items)

£126,244

Making London More Inclusive

12151 Social Training Activities and Recreational Sport Limited (STARS)	"Wanna be a Sports Coach" is a programme that uses the power of sport to re engage learners with disabilities to become involved in sport.	The organisation, based in Leicester, has no history of working in London and wishes to use this proposal to expand into the capital, which is contrary to your usual practice. Free reserves are extremely low.	£26,996	CR Outside London
12115 STAGETEXT	We wish to further develop our newly established volunteers' programme to encourage more deaf, deafened and hard of hearing people to attend captioned theatre.	This proposal focuses on marketing and promotion of captioning in theatres and is insufficiently focused on the active participation of people with hearing impairment in arts and culture, thereby failing to meet your priorities.	£39,180	JGC Tower Hamlets
12121 The Parochial Church Council of St Peter-upon-Cornhill	Provide step-free access to St Peter's church building, a vital space for the City community.	The applicant does not make sufficient case that there will be a broader community benefit from access works to a building which appears to be used solely for religious purposes.	£23,000	TW City

Total Making London More Inclusive (3 items)

£89,176

Making London Safer

12152 St Mary's Centre Community Trust	To fund competent confidential compassionate counselling to praise and support psychological, physical, social and work health of struggling youth at risk in local areas.	Proposal is for a mentoring scheme to reduce the fear of gangs amongst local young people. As such it does not meet your priorities which are focused on domestic violence and/or hate crime.	£90,000	CR Camden
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Total Making London Safer (1 item)

£90,000

Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
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Reducing Poverty

12141 A2Dominion Housing Group	Welfare benefit, debt and legal service targeting social housing tenants in arrears or affected by benefit cap, bedroom tax from Westminster, Hounslow, Ealing and Hillingdon.	Application is from a major Housing Association. As the majority of the beneficiaries will be their own tenants it is difficult to see how the advice service proposed would be truly independent. Free reserves stand in excess of £500M.	£206,236	CR Ealing
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Total Reducing Poverty (1 item) £206,236

Strengthening London's Voluntary Sector

12034 Muslim Aid	Inspiring twenty small under-resourced organisations serving disadvantaged communities by improving their sustainability, volunteer management, monitoring and evaluation and ability to demonstrate social value.	The quality of the organisation's capacity building work - which is not one of its primary functions - has not been demonstrated in this application. The organisation has the capacity to self fund this project if it felt the need to do so.	£46,976	JNM Tower Hamlets
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Total Strengthening London's Voluntary Sector (1 item) £46,976

Grand Totals (10 items)

£795,984

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Committee:	Date:
The City Bridge Trust	10 April 2014
Subject:	Public
Withdrawn & Lapsed Applications	
Report of:	For Information
Chief Grants Officer	
<p><u>Summary</u></p> <p>This Report draws your attention to those applications which have been subsequently withdrawn by the applicant or lapsed due to additional information not forthcoming.</p> <p>Recommendation</p> <p>That you receive this report and note its contents</p>	

Withdrawn Applications:

Organisation

Purpose of Request

Lift People

“To support disadvantaged people in Harlesden to become involved with a green learning and leisure hub so they can manage and maintain the space.”

Application withdrawn following discussion with your officer. It plans to re-submit a more focused proposal in due course.

Evergreen Play Association Ltd

“To employ 2 1:1 support workers to support children and young people with a disability during our Saturday and holiday schemes.”

The application has been withdrawn when the organisation realised the proposal did not meet your priorities.

Resources for Autism

“To fund our service for young adults with autism to support them in developing life skills and participating in activities as they transition to adulthood.”

Organisation wishes to withdraw this application as it is too similar to work previously funded. A revised proposal is likely to be submitted in due course.

Spitalfields Music

“A programme of arts and music activities for children and young people with special needs, supporting participants' community integration, wellbeing, personal development and educational attainment.”

Application is ineligible as it is for similar purpose as to their previous grant, which ended less than 3 years ago.

Lapsed Applications:**St John's Church, Waterloo**

“Proposal for access audit and appraisal of design for proposed redevelopment of St John's Church, Waterloo to ensure facilities are accessible in the widest sense.”

The organisation has failed to respond to several requests for information so an appropriate assessment cannot be undertaken.

Total Withdrawn Applications: 4

Total Lapsed Applications: 1

Recommendation

That you receive this report and note its contents.

Contact:

Ciaran Rafferty, Principal Grants Officer

Tel: 020 7332 3186

Date report written: 27/03/14

Committee:	Date:
The City Bridge Trust	10 April 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 5 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 two 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

Fairfield (Croydon) Limited

£4,000 to match CEP funding towards the wage costs of 2 Apprentices for 1 year. The national minimum wage must be paid.

Friends R Us

£4,500 to cover the costs of an independent access audit of Beth Jacob House, including the preparation of a Full Access Statement for the charity's planning application and disability and access awareness training.

Enfield Mental Health Users Group

£17,000 for a third and final year's support of the Elders' Project, to fund a p/t (14hpw) Advocacy Worker plus related running costs, subject to receipt of a satisfactory monitoring report for the current grant.

Eco-audits Approved

Real 5 days (value = £2,000) to undertake an eco-audit with Real.

Trust Thamesmead 11 days (value £4,400) to undertake an eco-audit for Trust Thamesmead

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 2014	14,900	4	17,000	1
Total for year to date	14,900	4	17,000	1

Recommendation

That you receive this report and note its contents.

Contact:

Ciaran Rafferty, Principal Grants Officer

Tel: 020 7332 3186

Date report written: 28/03/14

Committee:	Date:
The City Bridge Trust	10 April 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 the Barbican Centre Trust and to the Choir With No Name.

You have been a major donor to Barbican's creative learning work in the City and East London. This work, which encompasses multiple projects, has enabled Barbican to engage new audiences and support a wide-range of charities, community organisations and schools. The monitoring visit report for the Barbican is slightly longer than usual given the scale of work delivered. The Deputy Chairman and Mrs Littlechild took part in the visit to the Barbican Centre Trust.

Your grant to the Choir with No Name has helped this charity work with a larger number of homeless and formerly homeless people, many of whom have mental ill-health. The charity has started a new South London group and your grant has provided the stability to help the Director plan the organisation's partnership strategy. Mrs Littlechild and Mrs Fredericks took part in the visit to the Choir with No Name.

Recommendation

That Members receive this report and note its contents.

Contact:

Tim Wilson

Tel: 020 7332 3716

Email: tim.wilson@cityoflondon.gov.uk

Date report written: 28/03/2014

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City Bridge Trust – Monitoring Visit Report

Organisation: Barbican Centre Trust	Grant ref: 11617 (TW)	Programme area: Exceptional Grants
Amount, date and purpose of grant: 13/02/2013: £250,000 for one year towards the Barbican Centre Trust's Creative Learning projects for East London, focussing on harder to reach groups and building on the programme supported by the City Bridge Trust from 2011-13.		
Visiting Grants Officer: Tim Wilson, accompanied by the Deputy Chairman and Mrs Littlechild	Date of meeting: 25 th February 2014	
Met with: Sean Gregory (Director of Creative Learning), Caroline Harris (Trusts and Foundations Manager, Barbican), Thomas Hardy (Senior Manager, Barbican Creative Learning), several students from the Guildhall School of Music and Drama and children from Randal Cremer Primary School, Haggerston.		
1. Introduction to the organisation: The Barbican Centre Trust (BCT) is a registered charity established in 1986 to promote knowledge, understanding, education and appreciation of the arts by communities in and around the City. A significant proportion of BCT's work is delivered through the Creative Learning programme, which uses the arts as a vehicle to enhance lives. The programme engages over 40,000 people each year, offering a range of activities from 'taster events' to professional skills development. Creative Learning activities take place at the Barbican Centre and in schools and communities across East London. Work is delivered in partnership with the Guildhall School of Music and Drama.		
2. The project funded: In January 2011 you recommended, and the Court of Common Council as Trustee of Bridge House Estates approved, a grant of £1,501,600 over two years towards BCT's Creative Learning programme. Following a very successful delivery phase, you approved a further £250,000 as an Exceptional Grant to allow BCT to build on the programme and extend its reach in East London. The Exceptional Grant was awarded to fund work in Barking and Dagenham, Hackney, Islington, Newham, Redbridge, Tower Hamlets, Waltham Forest and the City of London. BCT set ambitious delivery targets, aiming to engage over 4,000 people directly and 14,000 as audience members. Working with school-age children, people in local authority care and local charities, BCT aimed to build the capacity of local organisations to sustain the legacy of the activities funded by City Bridge Trust.		
3. Work delivered to date: The number of projects, partners, and participants BCT has worked with since the grant was awarded is impressive. Over 7,500 people have been directly involved so far. A key part of BCT's work has been pop-up performances, short, interactive performances by professional artists in schools and communities. BCT has reached 1,870 directly people through these sessions with artists from the UK, Germany and the US through the mediums of music, dance and fine arts. This work has taken place across the target boroughs.		

Barbican Box uses arts activities to help secondary school students develop teamwork, communication and leadership skills. BCT divided this project into three parts: theatre, film and art book. Theatre involved 25 schools, film 3 schools and art book 5 schools. Over 1,000 students participate, and BCT is able to provide professional development support through this project to over 30 teachers. Schools also benefit from free tickets to a performance at the Barbican relevant to the project activity they have undertaken.

BCT has delivered community projects reaching over 700 people across a range of charities and community groups including homelessness, inter-generational and ESOL organisations. Additional outreach activities include: “The Blah Blah Blah Sessions”, music with young people looked after by local authorities; and the Barbican Young Programmers for young people looking to develop skills and confidence in film-making.

BCT has run several activities within the Barbican Centre and Guildhall School, showcasing the work of the schools and community organisations. These have included weekend and evening activities reaching over 4,000 people.

BCT had intended to run a pilot project called “Skype in the Classroom”, connecting secondary school students with international artists from BCT’s music programmes for 15 minute online discussions, and connecting the work to National Curriculum levels. This was intended to allow schools to expand the reach of the Creative Learning programme to those who couldn’t receive an artistic visit. Unfortunately, scheduled calls with folk, jazz and classical musicians had to be cancelled due to changes in the artists’ schedules. In these instances, BCT has worked to ensure the schools receive a pop-up performance.

4. Difference made:

Outcome monitoring has been built into all activities delivered since the start of the grant award, and quarterly reports have included notes on difference made, what has worked well, less well, and what changes might take place. Whilst it is harder to gather impact data from audiences, for participatory workshops BCT has managed good response rates on monitoring forms, and these generally show high levels of satisfaction both with the quality and planning of the work.

It is understandably difficult to aggregate impact data across a broad range of activities, so BCT reports on a per-project basis each quarter. The reports note where there have been difficulties and where projects need to be redesigned or discontinued. Overall, however, the picture is one of success with especially positive feedback from the partner institutions. For example, the CEO of Newham Music Trust commends the Barbican on its collaborative approach:

“it is clear that the artistic and educational experience share equal value. The Barbican goes to extraordinary lengths to consult the east London music hubs at the earliest stages of artistic planning. The relationship allows music services with first-hand knowledge of the communities they serve to shape and inform the educational offer. This means a richer, more meaningful educational experience that addresses the needs of the community and capitalises on its strengths. The value of this relationship to children and young people in Newham is literally ‘priceless’.”

5. Grants Administration:

BCT’s reporting of this, and its previous grant award has been thorough, and to a very high standard. When BCT was first funded by the Trust, a Barbican team spent time with your officers to design a monitoring framework suitable for such a large and diverse programme. At the charity’s own suggestion, and given the number of projects taking place under the Creative Learning programme umbrella, BCT has submitted quarterly progress updates and arranged regular catch-

up meetings where there is opportunity to discuss work delivered as well as future plans.

The grant has been administered and monitored effectively and with no compliance issues arising at any time. BCT has reported its satisfaction with its dealings with the Trust. The Trust has been appropriately acknowledged in line with your Terms and Conditions.

6. Concluding comments:

The Creative Learning Team has delivered an impressive volume of work with its grant from City Bridge Trust. The numbers engaged both as participants and audience is significant, and the commitment to monitoring from the start of the grant means that Barbican has produced useful quarterly reports that provide good evidence of difference made. In addition, this programme has reached boroughs of relatively high deprivation, and has brought Barbican's message to a much wider group of people than had originally been anticipated.

Barbican has built new relationships with charities, schools and community organisations through this grant. It has potential to develop stronger City contacts and the work to develop The Cultural Hub should benefit the Barbican as it engages yet more with arts and education centres in the area.

Despite its considerable achievements in delivery of work, Barbican could tell the story of its Creative Learning work to a wider group of potential supporters. There is scope for the Barbican to articulate more clearly that its work is for both arts *and* learning by describing what it currently delivers, and demonstrating how much is done with local communities. Articles in the Barbican residents' newsletter (Podium) and public activities in spaces such as the Guildhall amphitheatre would help raise profile.

It is not your policy to maintain an open-ended funding relationship with grantees, however successful, and Barbican has understood this from the start of the funding relationship. The Creative Learning Team has used City Bridge Trust funding to build relations with other grant makers which should help sustain much of the work past the end of your support. Assuming satisfactory final monitoring reports are received then Barbican will be eligible to reapply under your *Investing in Londoners* programmes subject to your normal rules on fallow periods.

The work that we observed at Randal Cremer School was impressive. Led by students from the Guildhall School, a class of children with mixed abilities had created an engaging performance piece which they were rehearsing ahead of a concert for parent and friends that week. The Guildhall School students managed the class well, keeping the children involved throughout through clear explanation and by providing a series of goals which could be achieved within the session time. The enthusiasm from both adults and children was evident, and several pupils spoke of their pride in producing the performance.

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City Bridge Trust – Monitoring Visit Report

Organisation: Choir with No Name	Grant ref: 10768	Programme area: Improving Londoners' Mental Health(c) Homeless people, transient people & rough sleepers
Amount, date and purpose of grant: 07/09/2011: £60,000 over three years (3 x £20,000) towards the salary cost (27 hours per week) of the Director on condition that the Trust is not the organisation's single largest funder in the third year of the grant.		
Visiting Grants Officer: Tim Wilson accompanied by Mrs Littlechild and Mrs Fredericks	Date of meeting: 24 th March 2014	
Met with: Jennifer Dyer (Development Manager), Marie Benton (Director) and choir members		
<p>1. Introduction to the organisation: Established in 2008, the Choir with No Name provides a safe environment for homeless, or recently rehoused people to sing in a group and to perform to audiences. The Choir aims to build participant confidence and sense of well-being. Its members are among society's most vulnerable people, and the Choir has been developed to provide a fun and empowering atmosphere.</p> <p>Initially just four people, the Choir now has groups in North and South London, Birmingham and Liverpool. It is exploring options to open new choirs in Plymouth and Sheffield. It has received a great deal of favourable publicity, including good press coverage by the Evening Standard and selection as John Lewis' charity partner. The Choir is well-supported by a group of committed volunteers, including some students from the Guildhall School of Music.</p> <p>The Choir's Founder/Director worked in the homelessness sector before she established the charity. She combined her love of gospel choirs with her professional background to create an activity that would be both stimulating and conducive to improved well-being.</p> <p>The Choir perform regular concerts, including their annual Christmas concert at the Union Chapel in Islington which is usually sold out.</p>		
<p>2. The project funded: You awarded a grant of £60,000 over three years (3 x £20,000) to cover part of the Director's salary. This core funding was sought to provide stability to the charity so it could develop and grow its existing services. At time of application, the Choir only operated in North London but had plans to start a South London project.</p>		
<p>3. Work delivered to date: The Choir celebrated its fifth anniversary in July 2013, at which point it calculated it had worked with almost 450 people, held over 370 rehearsals and performed in a range of venues including the Royal Opera House, Science Museum, Victoria and Albert Museum and Hammersmith Apollo.</p> <p>Since the start of your grant the Choir launched its South London group in November 2012, and has subsequently started other ventures outside of the capital. It has released an EP, primarily to raise its profile and give its members recording experience rather than to make money.</p> <p style="text-align: center;">Page 189</p> <p>The Choir conducts regular outreach 'taster' sessions for prospective members, and advertises at</p>		

homelessness centres. Workshops have taken place at St Mungo's, women's day centres, and NHS mental health support services.

4. Difference made:

The Choir undertook a general survey of its members in August 2013. This showed impressive outcomes including high levels of respondents reporting an increase in confidence since they joined the Choir, a large proportion of members who had formed new friendships, and who had learned skills in teamwork. The Choir also gathers audience feedback, which is also positive, with evidence that the charity's work helps change people's feelings about homelessness.

Testimony from one member provides helpful illustration: *"[The Choir] helps in lots of ways with my [mental] illness. Being around people, having routine, doing something creative, helps with my mind, even the meal means that I eat well too so it's very beneficial for me and my recovery"*

The relationship between mental health and group singing is a subject of academic interest. At time of this monitoring visit Stephen Clift, Professor of Health Education at Canterbury Christ Church University was with the Choir along with a group of his students. Professor Clift is organising a symposium in September to look at the physical and mental health benefits of singing, at which the Choir will perform.

5. Grants Administration:

Monitoring reports have been written to a very high standard since the grant was awarded and funds have been appropriately acknowledged in the Choir's accounts. There have been no compliance concerns during the life of the grant.

6. Concluding comments:

The monitoring visit proved an enjoyable opportunity to see the Choir in action, and to listen to their performances of songs from the Grease and Rocky Horror Picture Show musicals ahead of their participation in a concert at Cadogan Hall on April 4th.

When you awarded funding the Choir was primarily a group for people who were either homeless, or who had experienced homelessness. Since then, the organisation has moved to embrace a broader group of participants who have all, at some stage, experienced mental ill-health.

During the visit we had the opportunity to meet several members and discuss the reasons for their participation in the Choir. Many of the stories were very moving, and members spoke of the value of taking part in something which was fun, challenging, and helped them feel less isolated. The focus on working towards concerts not only provides members with the satisfaction of public support, but also helps raise the Choir's profile and engages new supporters.

The Choir's growth since you awarded funding is impressive, and there is potential for the work to extend to other urban areas as the idea is simple, and transferrable. The biggest challenge facing the Choir's expansion is finding suitable rehearsal space where members can also receive a cooked meal, but it has impressed by the network of partner organisations it has built since it was established.

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

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