

The City Bridge Trust

Bridging Divides: Application for a grant



About your organisation

Organisation Details

Name of your organisation: Community 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 Gordon McCullough	Position: CEO
Website: http://www.communitysouthwark.org	Social Media Accounts: @cosouthwark
What Quality Marks does your organisation currently hold? IIP, NACVA Quality Standard, PQASSO, NCVO Quality Accredited Volunteer Centre	

Legal Status

Legal status of organisation: Registered Charity			
Charity Number: 1105835	Company Number: 5090324	CIC Number:	Bencom Number:
When was your organisation established? 01/04/2008			
Aims of your organisation: To promote any charitable purpose for the benefit of the public and particularly, but not limited to, the public who live and work in the London Borough of Southwark and surrounding London boroughs, including: to advance education, protect health, relieve poverty distress and sickness, promote voluntary work and a volunteer service and to provide facilities for recreation and other leisure time occupation in the interests of social welfare with the aim of improving the conditions of life of the public. To promote the efficiency and effectiveness of voluntary and charitable sector organisations providing health, community care and children's and family services for the benefit of the public and particularly, but not limited to, the public who live and work in the London Borough of Southwark and surrounding London Boroughs, through promoting good practice and partnerships within the voluntary and charitable sector.			

Main activities of your organisation:

Community Southwark provides a range of services, such as 1:1 support, training, representation, networking, support for volunteers, and supporting people who want to get more involved in their community.

We build strong foundations for organisations and individuals to make a measurable improvement in the capacity and capabilities of organisations and individuals to deliver the best outcomes in their communities.

We support increased community involvement, participation and influence so that the process of volunteering, getting involved in a community setting or influencing decision makers to become easier, more accessible and valued.

We support greater co-operation and sharing so that there significant changes in how we work together (across and between sectors) in a way that is supportive, non-competitive and focused on outcomes; not budgets.

We aim to increase investment in communities by building new relationships with business and other sectors to create new ways of supporting communities to grow and thrive.

Your Staff & Volunteers

Full-time:	Part-time:	Trustee/Board members:	Active volunteers:
17	3	9	15
Do you have a Safeguarding policy? Yes			
Are the following people in your organisation subject to DBS checks?			
Paid Staff Yes	Volunteers Yes	Trustees / Management Committee Members No	

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	Annual Rental agreement 9mths

Environmental Impact**What action have you taken in the past year to progress environmentally sustainability principles and practice?**

The building we are based in is used environmental utility providers, we recycle all materials, have moved to the cloud and have created a paperless office.

At Community Southwark we recognise that all our activities have environmental impacts. Our organisation has a role to play in protecting the environment and can make a difference. CS management, staff and volunteers will consider the effects of all our activities on the local and global environment.

Grant Request

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

Which of the programme outcome(s) does your application aim to achieve?
Connecting the Capital\Local communities have better, more sustainable, assets (financial, physical, environmental)

Please describe the purpose of your funding request in one sentence.
To accelerate the development of Southwark Giving (SG) to access the time, skills and resources in the borough to unite to tackle disadvantage and inequality.

When will the funding be required? **03/09/2018**

Is this request to continue work that is currently funded or has been funded in the last year by:

City Bridge Trust?

No

Another funder? (If so which)

How much funding are you requesting?

Year 1:
£95,000

Year 2:
£96,900

Year 3:
£97,500

Year 4:
£80,000

Year 5:
£75,000

Total Requested: £444,400

You and your grant request

What, specifically, are you applying for (your project)?

We're applying for core funding to cover infrastructure and development costs for SG. Specifically:

?Partial salary costs for a full-time leadership role to manage the cross-sector Strategic Partnership Board comprised of businesses, local funders and others; and to liaise with corporate partners and high net worth donors

?A full-time community investment officer to oversee fundraising activities, volunteer programmes and giving network activities, as well as acting as a liaison with the SME and community sector

?A part-time communications and marketing position to promote Southwark Giving, raise its profile and to tell others about its impact and opportunities for involvement

We are also requesting some running costs to cover administration support from Community Southwark (CS), infrastructure development for grant management and skills-based volunteering brokering. CS is well connected with, provides expert support to and collaborates with numerous charities and community groups in the borough to positively influence and bring about change.

Finance Details

Organisation Finances

	Year of most recent audited / examined accounts	Current financial year forecast	Next financial year budget
End of financial year date	31/03/2017	31/03/2019	
Grants & donations:	£125,249	£100,500	£0
Earned Income:	£123,600	£85,000	£0
Other income:	£1,013,439	£955,973	£0
Total income:	1,262,288	£1,141,473	£0
Charitable activity costs:	£1,380,856	£1,136,055	£0
Cost of raising funds:	£0	£0	£0
Other costs:	£0	£0	£0
Total expenditure:	£1,310,856	£1,136,055	£0
Free unrestricted reserves held at year end:	£277,984	£120,186	£0
What is your organisation's reserves policy? Total reserves of the charity at the yearend were £244,816: £16,832 represented restricted funds, £50,000 designated funds and £177,984 unrestricted funds. Funds held in this way should be between three and six months running costs. The reserves are needed to meet the working capital requirements of the charity and the trustees are confident that at this level they would be able to continue the current activities of the charity in the event of a drop in funding. The strategy is to develop a risk-based reserves policy that more accurately determines the likelihood and impact of significant changes to funding streams.			
For your most recent financial year, what % of your income was from statutory sources? 61-70%			

Organisational changes

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

Community Southwark restructured in April 2018 as a result of a reduction in funding from statutory sources and tradable activities. A total of five staff were made redundant.

What are the changes you hope to achieve?

We hope to achieve one thing: to develop SG to lead a giving revolution in the borough which tackles local disadvantage and inequality.

Two problems we'll address in Southwark:

1. High levels of inequality. We have identified priority need areas to support people who experience inequality through life transitions to help avoid crisis.
2. Unlocking the great potential for corporate community investment. By creating strategic focus and consistency between the corporate sector and CVS through collaboration we can help create greater impact where it's needed most

By the end of year 5, we envisage:

1. Having more businesses investing money, skills and time to help people through life transitions in Southwark
2. Having enabled community groups to achieve robust social impact in Southwark
3. Having involved local residents to positively contribute to and connect with their local community

How do you know there's a need for this work?

In October 2016, through a collaborative model (including CBT funding), we launched an independent report, A Tale of Two Southwarks ? an in-depth research analysis of hidden, unmet and emerging local needs. 130 charities informed our decision to focus on Life Transitions for the next 10-years. Some key statistics:

- ? Southwark's child poverty rate is worse than the England average, with 27.6% aged under 16 living in poverty
- ? Mental health hospital admissions amongst 0-17 year olds in Southwark is higher than the England average (136.1 versus 87.4 per 100,000)
- ? Southwark is higher than the London average (3.2% versus 2.2%) of the proportion of over 50s claiming out-of-work benefits

There are 1200+ charities and 18,000 businesses in Southwark so there's great resource potential and a need to increase joint work targeting local needs. We are well placed to bring the borough together to help tackle key local needs.

How will the work be delivered - specifically, what will you do?

We will focus on five specific areas:

1. Broker, build and maintain relationships with businesses with the intention to secure financial investors. The fruit of such relationship development can result in securing in-kind support and additional commitment to community volunteering
2. Support and develop community fundraising and engagement to help raise our profile whilst supporting borough stakeholders to feel ownership of the scheme
3. Develop an investment model to financially invest in communities: i). create opportunities for investors to strategically direct SG; ii). develop opportunities for businesses to volunteer their skills and time
4. Provide VCS influencer events and engagement opportunities
5. Develop (a) meaningful social impact measurement framework(s) to be able to measure SG's social impact in the borough

Why are you the right organisation to do this work?

CS creates new ways of supporting communities to grow and thrive. We've proven, strong and trusted links with communities and are an honest broker and collaborator between different sectors in Southwark. We've a person-led approach enabling people to be actively engaged in their communities. Over the past 3 years, we've utilised our position and played the lead role in strategically convening stakeholders borough-wide, such as local funders, Council, charities and businesses. Resulting, with full cross-sector support, in our hosting and developing Southwark Giving.

CS's membership of 600 VCS groups keeps us in touch with need in the borough and inform where we can make a difference. We've brokered conversations with local VCS to understand borough needs, significantly contributed in-kind support and facilitated community volunteering for businesses through their employer supported volunteering programmes.

The expertise and connections of CS strengthen the SG offer and helps embed it in the local community.

How does your work complement and not duplicate other services within your area?

Our core principle is collaboration. We exist to support and reinforce high social impact work already being delivered through Southwark's vibrant and diverse VCS. We believe we can have greater impact through more strategic co-production.

By design, SG complements and champions the work of others in the borough. From our outset, we've taken considerable effort ensuring all major borough stakeholders are involved and the concept and priorities of SG is not duplicating others.

We understand we may be perceived as a threat to existing charity-corporate donor relationships. Through clear and transparent communications though we're being received positively and have good ongoing dialogue with existing borough charities.

Our Board has major borough stakeholders around the table and wholly invested in SG ? continuing until FY3. This strong borough-wide collaborative, inclusive and strategic approach is new for the borough and one we passionately believe holds the potential for powerful positive social change.

How will this proposal meet the Programme Outcome(s) under which you are applying?

The development of SG will have particularly large impact in two of the Connecting the Capital priorities through the following ways:

- ? Carefully matching business volunteers with VCS organisations through SG to help support capacity building, sustainability and development. This will support civil society organisations borough-wide be more effective and resilient
- ? Increase borough-wide community investment through meaningful and relational cross-sector collaboration
- ? Generate income for a local Fund from business donations, charity partnerships and philanthropic giving
- ? Long term, we anticipate our work, collectively, will help add voice and genuine representation to the groups of which we will be supporting and advocating for

How will you ensure that your project will hear and represent the views and needs of disadvantaged people and/or diverse communities?

CS will work with our extensive membership of charities and community groups to intentionally and actively engage with people who experience disadvantage, particularly going through life transitions, to help co-productively design SG (including grantmaking), represent SG and be part of our decision-making. With added capacity this funding will allow and building upon our ongoing dialogue with them, we'll develop stronger relationships with target charities and directly with beneficiaries. For example, CS is a member of the Food Poverty Alliance and is also facilitating a Universal Credit Network. Each provide access to voices of individuals who experience disadvantage and organisations which support them directly. When SG is at a point of achieving impact either through awarding funding or donation of time to volunteer, we will ensure robust evaluation processes are in place which listen to views of people affected by the services in order to judge, and where necessary, adjust impact.

How does your project engage and empower individuals and/or communities to come together on this issue? Will you be working with people who are particularly excluded?

SG focuses on empowering people going through life transitions in the borough. We focus on three critical multi-generational points in the life transitions cycle:

1. Children (receiving free school meals) transferring from primary to secondary schools and their families
2. Young people aged 16+ years making life choices ? with particular focus on children in care and care leavers
3. Unemployed adults aged 50+ years seeking to secure employment positively contributing to preparing for healthy retirement

We seek to fully understand issues and challenges for people impacted under each thematic area through extensive community co-production. This is a central tenet of SG. Interventions through SG will be co-designed between charities - experts in their field - and business, residents and community members investing time seeking to make a difference ensuring any investment of money, skills and time is targeted in the most effective way to bring about biggest change.

Is the focus of your project meeting an already identifiable need (acute or otherwise) or are there elements which are preventative and/or incorporate early action?

Our Tale of Two Southwarks report identified needs in the borough led us to our priorities around life transitions. Our research found huge numbers of people suffer from problems that are preventable, which include childhood obesity, unemployment, social isolation and violent crime. For us early action is about getting ready for those transitions in life that can present significant challenges for people.

We want to support others to tackle the causes, not the symptoms of these transitions, through focusing on the major transitions at which some are ready to seize opportunity, deal with setbacks and thrive, while others struggle. Traditionally these transitions include retirement, bereavement, the onset of ill health, leaving school or becoming unemployed. SG will focus on helping people be ready in advance, not necessarily access to services provided afterwards, because we think that will have the most significant impact on meeting and reducing hidden needs in Southwark.

Who might you need to work closely with in delivering this project - whether before, during or afterwards?

Strategic relationship-based collaboration is integral to our design. We already work with a number of key partners and want to expand our partnership working. Our Board members are:

- ? Businesses ? Norton Rose Fulbright LLP, Womble Bond Dickinson, Gowling WLG
- ? BID ? Team London Bridge
- ? Local Trusts and Foundations ? The Wakefield & Tetley Trust, United St. Saviour's Charity, The Peter Minet Trust
- ? Social enterprise ? GoodPeople
- ? Local authority ? Southwark Council

Additional stakeholders currently involved in SG:

- ? OBE high net worth individual as Southwark Giving Patron
- ? Southwark Business Forum
- ? Growing business in-kind supporters including The Shard
- ? Corporate charity partnerships, e.g. Southwark Business Excellence Awards
- ? Individual residents and employees

Current and future stakeholder engagement:

- ? Public health bodies
- ? Statutory organisations ? e.g. schools
- ? Multi-faith communities
- ? Voluntary and community sector organisations

Our aim as a funder is to help people move positively between any of the four stages of Surviving, Coping, Adapting and Thriving. For your project at which of these stages will most people begin their journey?

We advocate the power of the voluntary sector in preventative work and early action. The interventions of SG will work with people at each transition between the stages of surviving, coping and adapting and thriving. Individuals engaging with VCS organisations are likely to be at the stage of transitioning from surviving to coping or coping to adapting. We hope there too will be thriving cohorts, e.g. care leavers, who may wish to give back locally through SG. Our investment in charities supporting these interventions will strengthen this area of work. Additionally, we will design our volunteering interventions to help progress people's journey towards a point where there are adapting and thriving.

All four stages, are relevant to the beneficiaries we will be reaching. Within our life transitions focus, the journey between stages might not be linear but rather iterative before people reach a settled positive state.

Will there be any elements of this project that will help you or your beneficiaries to reduce your environmental footprint?

Our work is not specifically concerned with physical assets or infrastructure that could have a large environmental imprint and thus we do not foresee this project creating a negative environmental impact. However, we are keen to practice as environmentally consciously as possible. We will, therefore, build processes into our work with our partner organisations to risk assess any potential negative environmental impact and develop mitigating actions. We too will actively encourage future partners, grantees and supporters to do the same.

We currently strive to work paperless, where possible. Where the use of paper is unavoidable, we already use recycled paper, recycle our own waste and seek to adopt an environmentally efficient procurement process and supply chain. Furthermore, through our strong collaborative approach, we co-produce marketing collateral ? to both minimise potential carbon footprint and reduce financial cost.

What are the main activities or outputs you want to deliver?

Create meaningful relationships with borough stakeholders

Year 1: 1:1 meet with 30 businesses; 2 business engagement events; 2 charity engagement events; secure 10 new business supporters; 7 business charity matches for skilled volunteering

Year 2: Increase skilled volunteering matches

Year 3 ? 5: Review activity; expand engagement to individual residents

Develop strategy and action plan to increase community investment.

Year 1: Research new contacts and develop core models of community investment with Board

Year 2: Secure 2 charity partnerships; establish a Givers' Network

Year 3 ? 5: Support Givers' Network; delivery of action plan and fundraising activities from SG supporters

Deliver funding model to support community projects in theme of Life Transitions.

Year 1: Design Fund model; build Fund (donations and fundraising activities)

Year 2: Award grants to up to 5 charities; increase Fund

Year 3 ? 5: Build Fund, deliver grants and evaluate impact in years, 3 to 5.

What 3 main differences or outcomes do you hope the activities you have described above will achieve?

To increase investment in communities through financial and non-financial support, including volunteering, to create a strong culture of giving and collaboration locally

An effective and resilient voluntary and community sector supporting vulnerable individuals to make positive life transitions

Improved well-being for people in the borough at risk of suffering disadvantage and inequality by supporting positive life transitions

This has since been revised - see over!

Funding required for the project

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

Expenditure heading	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Salaries and on costs (including recruitment)	99,175	99,156	101,147	101,148	102,159	502,785
Running costs and management (including rent, insurance, HR)	10,500	10,500	11,025	11,025	11,576	54,626
IT service provision/web site	3,500	3,000	2,500	1,000	2,500	10,500
Marketing, venue and events	4,000	3,000	4,000	3,000	4,000	18,000
Professional fees (ie grant giving support, evaluation)	3,000	5,000	5,000	7,500	9,000	29,500
TOTAL:	120,175	120,656	123,672	123,673	129,235	615,411

What income has already been raised?

Source	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Womble Dickinson LLP	10,000	10,000	10,000	10,000	10,000	50,000
Norton Rose LLP	10,000	10,000	0	0	0	40,000
Team London Bridge (BID)	3,000	3,000	3,000	3,000	3,000	15,000
Community Southwark	2,175	756	3,172	673	1,235	8,011
TOTAL:	25,175	23,756	26,172	13,673	14,235	103,011

What other funders are currently considering the proposal?

Source	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Wakefield & Tetley Trust	5,000	0	0	0	0	5,000
Other corporate donors (such as The Shard)	0	0	10,000	30,000	40,000	70,000
TOTAL:	5,000	0	10,000	30,000	40,000	75,000

How much is requested from the Trust?

Expenditure heading	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Salaries and on costs (Including recruitment)	75,075	75,825	76,583	70,000	65,000	362,483
Running and management costs (Including rent, insurance, HR)	9,925	10,075	11,025	5,000	3,000	39,025
IT service provision/web site	3,500	3,000	2,500	5,000	3,000	11,000
Marketing, venue and events	4,000	3,000	4,000	1,000	1,000	13,000
Professional fees (ie grant giving support, evaluation)	2,500	5,000	3,392	3,000	5,000	18,892
TOTAL:	95,000	96,900	97,500	80,000	75,000	444,400

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

Expenditure heading	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Salaries (Inc on costs)	80850	80850	80850	80850	80850	404250
Running costs (rent etc)	11025	11025	11025	11025	11025	55125
IT/website/CRM	3500	3500	3500	3500	3500	17500
Marketing and promotions	4000	4000	4000	4000	4000	20000
Professional fees	5000	5000	5000	7500	9000	31500
TOTAL:	104375	104375	104375	106875	108375	528375

What income has already been raised?

Source	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Norton Rose LLP	10000					10000
Womble Bond Dickinson LLP	15000					15000
Team London Bridge (BID)	3000					3000
Wakefield Tetley	5000					5000
TOTAL:	33000					33000

Projected funding from other funding partners

Source	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Peter Minet Trust	10000					10000
United St Saviours	10000					10000
The Shard		10000	15000			25000
Wakefield Tetley	5000*	10000				15000
Womble Bond Dickinson LLP**		15000	15000			30000
Norton Rose LLP		10000	10000			20000
Team London Bridge (BID)		3000				3000
TOTAL:	25000	48000	40000			113000

*Wakefield Tetley will release a further £5000 if there is support from City Bridge Trust. It is also difficult to project the long-term investment from the three local charitable foundations as they review their contributions annually.

** Norton Rose, Womble Bond Dickinson have both made commitments to multi-year funding beyond Year One. However, at this stage it is difficult to project the value of their contributions but indications are that as Southwark Giving develops and demonstrates its value they will look to increase their investment.

How much is requested from the Trust?

Expenditure heading	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Salaries (inc on costs)***	41580	41850	41850	41850	41850	209250
Running costs (rent etc)	11025	11025	11025	11025	11025	55125
IT/website/CRM	3500	3500	3500	3500	3500	17500
Marketing and promotions	4000	4000	4000	4000	4000	20000
Professional fees	5000	5000	5000	5000	5000	25000
TOTAL:	65375	65375	65375	65375	65375	326875

*** salaries calculated on 0.4 FTE for Community Investment Officer (£34,650 inc on costs) = £13860 & 0.6 FTE for Head of Southwark Giving (£46,200 inc on costs) = £27720

Who will benefit?

How many people will directly benefit from the grant per year? 50
In which Greater London borough(s) or areas of London will your beneficiaries live? Southwark
Does this project specifically target any groups or communities?
This project will specifically work with the following age groups: 0-15
This project will specifically work with the following gender groups:
This project will specifically work with the following ethnic groups:
If Other ethnic group, please give details:
This project will specifically work with Deaf and disabled people: No
This project will specifically work with LGBTQI groups: No

This project will specifically work with other groups or communities:

How will you target the groups/communities you have identified? What is your expertise in providing services for these groups?

Are there any groups or communities you think your organisation will find hard to include through this project?

No

If yes, please specify which groups or communities? Where possible using the categories listed above.

If yes, what steps will you take to make your services accessible to and meet the needs of the groups/communities you have identified?

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: **Gordon McCullough**

Role within **CEO**
Organisation: