

# The City Bridge Trust

## Bridging Divides: Application for a grant



### About your organisation

#### Organisation Details

Name of your organisation: <b>FEDERATION OF LONDON YOUTH CLUBS</b>	
If your organisation is part of a larger organisation, what is its name? <b>N/A</b>	
In which London Borough is your organisation based? <b>Hackney</b>	
Contact person: <b>Mr Gareth Price</b>	Position: <b>Head of Development</b>
Website: <b><a href="http://www.londonyouth.org">http://www.londonyouth.org</a></b>	Social Media Accounts: <b>@LondonYouth</b>
What Quality Marks does your organisation currently hold? <b>Ambition Quality Plus</b>	

#### Legal Status

Legal status of organisation: <b>First Contact</b>			
Charity Number: <b>303324</b>	Company Number: <b>258577</b>	CIC Number:	Bencom Number:
When was your organisation established? <b>22/08/1931</b>			
<b>Aims of your organisation:</b> London Youth was founded in 1887 because the individual youth organisations of the day believed they would be stronger by working together. Since then, much has changed for young Londoners, but the need to work together is more pressing than ever. Throughout our history, community youth organisations have provided a constant lifeline and a vital safe space outside the family and formal education, where young people can develop confidence, resilience and skills. Our vision is that all young Londoners grow up healthy, able to express themselves, navigate a fulfilling career and contribute to their communities. Our mission is to support and challenge young people to become the best they can be; developing their confidence, resilience and relationship skills. We do this with, and through, our network of youth organisations and our two residential centres. We work with all young people, but place a particular focus on those who wouldn't otherwise have access to the kind of opportunities we offer.			

**Main activities of your organisation:**

Our current three year strategy reflects the challenging context of growing up in the capital today. Whilst London is an extraordinary city, It is also going through major change, growth and uncertainty. We want to reach out to even more communities, co-creating new opportunities with young people and drawing the youth organisations who work with them into our network.

We are delivering our strategy across four areas of activity:

? Development - Developing, training, connecting and quality assuring our membership network to deliver good youth work

? Opportunity - Creating a broad and Inclusive range of quality opportunities for young people in social action, sports development, arts, employability and outdoor education

? Voice - Ensuring that our expertise and the on-the-ground voices of youth workers and young people are reflected in public policy, practice and opinion

? Best we can be - Being the best we can be ourselves; fundraising effectively.

**Your Staff & Volunteers**

Full-time:	Part-time:	Trustee/Board members:	Active volunteers:
<b>86</b>	<b>59</b>	<b>12</b>	<b>150</b>

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  
**Yes**

**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?
<b>Owned</b>	

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

In the last 12 months we began delivering 'Keeping It Wild' with London Wildlife Trust and John Muir Trust. Funded by Heritage Lottery, this project will support 600 young Londoners who don't currently engage with their natural heritage, to gain vital skills while discovering and conserving their local wild spaces.

We have reduced our environmental impact through

\*Moving all our IT systems to the cloud reducing energy usage across our sites

\*Introducing skype kits which help reduce our carbon footprint by reducing staff travel between sites

\*Replacing our old boiler at Pitfield Street with a more energy efficient model

\*Installing new energy efficient lightbulbs in Pitfield meeting rooms

\*Moving to a new catering supplier at our residential centres which has resulted in more locally sourced food

\*Upgrading a kitchen boiler and air handling unit at Woodrow which will result in greater efficiencies

\*Selecting green electricity tariffs at Woodrow and Hindleap

## Finance Details

### Organisation Finances

	Year of most recent audited / examined accounts	Current financial year forecast	Next financial year budget
End of financial year date	31/08/2017	31/08/2019	31/08/2020
Grants & donations:	£3,537,677	£3,246,192	£2,552,366
Earned income:	£3,161,178	£3,186,498	£3,282,093
Other income:	£5,039,013	£155,000	£170,000
<b>Total income:</b>	<b>11,739,868</b>	<b>£6,587,690</b>	<b>£6,004,459</b>
Charitable activity costs:	£6,692,582	£6,902,037	£6,020,653
Cost of raising funds:	£212,954	£272,641	£286,273
Other costs:	£1,244,768	£48,000	£0
<b>Total expenditure:</b>	<b>£8,150,304</b>	<b>£7,222,678</b>	<b>£6,306,926</b>
Free unrestricted reserves held at year end:	£1,733,789	£2,333,177	£2,290,710

#### What is your organisation's reserves policy?

London Youth is funded in a number of different ways, including significant grants and donations from a variety of sources that support our programmes, and sales income from our centres. These diverse income streams mean we are not reliant on a single source of funding.

Trustees base their reserves policy on the identified needs to:

- \* Provide sufficient working capital for the following year,
- \* Mitigate the risk of unforeseeable expenditure
- \* Support innovative programmes
- \* Invest in organisational development

London Youth therefore believes that its unrestricted reserves should be between three and six months' expenditure, excluding capital appeal expenditure

For your most recent financial year, what % of your income was from statutory sources?  
**1-10%**

#### Organisational changes

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

**During 2015-16, London Youth took three freehold properties from its historical portfolio to market and completed the sale of the final property in December 2017. The proceeds were invested to support the long-term sustainability of London Youth through investing in a medium to long term Development Fund to support the sustainability and development of London Youth and our members.**

## Grant Request

Which of the Trust's programmes and priority areas will your application deliver? <b>Connecting the Capital/Voice &amp; leadership</b>				
Which of the programme outcome(s) does your application aim to achieve?				
Please describe the purpose of your funding request in one sentence. <b>City Leaders: skills development, leadership training and project funding for underrepresented and disadvantaged young Londoners - enabling them to play an active role in their communities; strengthening their youth organisations</b>				
When will the funding be required? <b>04/03/2019</b>				
Is this request to continue work that is currently funded or has been funded in the last year by:				
City Bridge Trust? <b>Yes</b>		Another funder? (if so which)		
How much funding are you requesting?				
Year 1: <b>£66,043</b>	Year 2: <b>£129,244</b>	Year 3: <b>£135,327</b>	Year 4: <b>£69,232</b>	Year 5: <b>£0</b>
<b>Total Requested: £399,846</b>				

### What 3 main differences or outcomes do you want to achieve through your funding proposal?

Over the three year period, 810 young people will design and develop social action projects which will improve their financial, organisational, and project management skills and give them practical experience of getting things done. We are aiming for 60% participants to demonstrate measurable improvement in this area.

Over the three year period, 810 young people will improve their social and emotional capabilities? confidence, relationships and leadership - resulting in them being better at understanding themselves, understanding others, and connecting with their community. We are aiming for 60% of participants to demonstrate measurable improvement in this area.

90 youth organisations will experience effective youth leadership in action and develop improved youth leadership structures. We are aiming for 67 organisations to report that young people are more involved in the leadership of their organisation.

### What are the main activities or outputs you will deliver to achieve these differences?

Each year 270 young people from 30 youth organisations will come together in local groups of 8-10 young people. They will begin by designing a group activity that enables them to learn about teamwork (?Team? phase). They will then design and lead a project to improve their organisation (?Club? phase).

We expect at least 216 young people from 24 youth organisations to progress on to designing and deliver a community-based social action project, in partnership with another local organisation (?Community? phase). They'll have to pitch their ideas to an expert panel at a prestigious venue to access their project funding.

24 young people who have shown the most commitment to their own personal development through the programme will progress on to the final Future City Leaders phase. They will have the opportunity to participate in a series of leadership masterclasses, achieve a youth leadership accreditation and deliver a community campaign.

## You and your grant request

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

We are asking City Bridge Trust to contribute 50% of the total cost of our City Leaders programme over a three year period from March 2019 ? February 2022 (£399,846). This includes staff and management salaries (£178,326), direct project costs (£127,593) and an appropriate contribution to organisational support costs (£84,367) based on pro rata full cost recovery basis.

Given the timing of our application, in our September 2018 ? August 2019 financial year we are applying for 25% of the programme budget as a contribution to running costs from March to August 2019 (£66,043).

In the September 2019 ? August 2020 and September 2020 ? August 2021 financial years we are applying for 50% of the City Leaders budget (£129,244 and £135,327).

Over the period September 2021 ? August 2022 we are applying for 25% of the budget in anticipation that we will have developed alternative sources of funding (£69,232).

### **How will the project described achieve your stated outcomes?**

Through evaluations, delivery experience and feedback from participants, we are confident City Leaders will deliver the stated outcomes:

? Young people?s financial, organisational, and project management skills will develop through designing, planning, budgeting for and delivering projects of increasing complexity and scale as they progress through the programme phases

? Young people?s social and emotional capabilities will improve through working with their peers delivering projects that stretch them whilst working in a safe space. This development culminates in the young people ?pitching? their community projects - structuring and presenting their ideas in front of an expert panel. Our evaluations have shown this is pivotal

? Youth workers will receive training in best practice around delivering youth-led activities and ongoing support to embed this approach within their organisation. An external evaluation showed youth organisations continuing to deliver youth leadership and social action activities nine months after the end of the programme.

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

City Leaders addresses the following issues

\*London's Leadership is not representative of young people living in the capital - 2% of British FTSE100 board members are UK citizens of colour (Global Future);56% of young Londoners are BAME and this is rising (MOPAC 2018)

\*Only 32% of less affluent young people take part in meaningful social action versus 51% of the most affluent (Ipsos Mori)

\*Young Londoners need more opportunities to get involved in positive activities through their youth organisations. ?London?s Lost Youth Services? reports a 44% reduction in the capital?s youth services since 2011-12. The loss is felt more by those who can?t afford out of school opportunities

\*Young people feel disenfranchised. Less than a quarter of young people surveyed for our ?Listening to Young Londoners? polling (2017) felt politicians take their views seriously

\*Only 14% of young people taking part in the 2017 polling felt connected to their communities

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

We'll deliver City Leaders annually as follows

- \*Summer: member engagement and recruitment. We'll target youth organisations not currently delivering social action
  - \*September: youth worker training covering programme structure, monitoring and evaluation, facilitation techniques
  - \*October ? November: young people develop and take part in Team stage projects
  - \*December ? January: young people pitch their Club stage projects for their youth organisations
  - \*December ? March: Club stage projects delivered
  - \*February: youth worker training, covering Community and Futures stages and sustainability
  - \*March - April: young people develop and pitch Community project ideas
  - \*April ? August: young people deliver Community projects
  - \*May ? August: Future City Leaders stage: recruitment, Induction, masterclasses x7, residential to gain youth leadership accreditation
  - \*Early autumn: Celebration event
- We'll offer support to participating youth organisations throughout the year. Youth workers will also have opportunities to attend further training on youth involvement ? supporting them to continue delivering youth social action.

## **Why are you the right organisation to do this work?**

We use a proven programme model in collaboration with our members, an approach fine-tuned through hundreds of partnerships. Our members are embedded in communities and have strong relationships with young people; we provide specialist delivery staff, pan-London partnerships and evaluation expertise.

Using this model we engage young people who don't otherwise get involved in social action. 80% of City Leaders have come from BAME backgrounds and two-thirds of our members are located in the poorest 30% of areas. City Leaders is accessible for these young people because it's delivered in places they attend voluntarily, progressive and free. Our reach into these communities and strong relationships with funders enable us to connect young people who might otherwise be overlooked, with London's leadership. We think our new #ChampionLondonYouth campaign - which showcases young Londoners' lives rather than the labels they get given - demonstrates our commitment to celebrating our City Leaders' successes.

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

We're confident our approach doesn't duplicate other services:

- \*The majority of social action opportunities ? like NCS, First Give and Citizenship Foundation - are delivered through schools
- \*Other opportunities like Uprising and Envision focus on young people aged 16 and over
- \*And whilst there are national social action projects like NCS, we think City Leaders is the only pan-London one focused in youth organisations

We are also keen to complement other social action approaches if we can add value e.g. encouraging young people to develop environmental social action projects with London Wildlife Trust; using sport to get young people into social action with Sport England; and looking at delivering NCS 2.0 through youth organisations.

Additionally City Leaders encourages young people to reach out to and connect with a new partner organisation to deliver their community projects ? helping to complement initiatives which address youth loneliness and improve community integration.

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

Although we focus on their strengths, many young people from less affluent communities and from BAME backgrounds face disadvantages. These are the young people we are targeting through City Leaders: we know we can reach them as over 60% of our members are located in the poorest 30% of the Index of Multiple Deprivation and over 70% of all our recent programme participants have been from BAME backgrounds.

A core principle of City Leaders is that all projects are youth-led: young people develop team, club and community projects they're passionate about.

As in the first two years, feedback from young people's satisfaction questionnaires for example on the content of masterclasses during the Futures phase - will continue to be built into programme design.

And City Leaders alumni will continue to progress onto our youth advisory board where their views and needs will inform the running of our whole organisation.

**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?**

City Leaders gives young Londoners community representation - bringing people together to facilitate young people making a positive contribution to the place where they live. In the first two years of the project:

- \*A girls group from Brixton supported local homeless people to take photographs to share their stories; the group created an exhibition of these photos in a local café
- \*Another group organised a private cinema showing and meal out for young carers in their area in Wandsworth
- \*Young people from Old Oak in Acton organised a 1940s-themed Great British Tea Dance? 25 older people attended from their local Community Centre and youth workers reported an improved relationship with the older people going forward

City Leaders targets young people from BAME and economically disadvantaged communities but we will also continue working with members like CARAS, Paiwand and Shpresa who support young people newly arrived in the UK.

**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 project is meeting an already identified need in that it is a response to inequality in London? in particular the issue that leadership in London is not representative or inclusive of young people that live in the capital.

It is also early action in that we work with young people at the beginning of their transition into adulthood and aim to equip them with the skills, knowledge and experience to enable them to take on leadership roles; and to show them that the people and organisations that lead London are accessible.

We are not claiming that City Leaders will deliver a young person straight from the estate where they live into a job in a boardroom in Canary Wharf, but it will give them a taste of that boardroom! And it is a practical, tangible way of providing support and equipping them to make progress on that journey.

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

To deliver City Leaders we'll work closely with

\*Young people on the programme so they have the skills and resources needed to design and deliver projects at each stage

\*Youth organisations who are members of London Youth, with whom we'll deliver the programme

\*Local partner organisations that young people choose to work with to deliver their community projects ? these are likely to include bodies responsible for local festivals and sporting events, parks and gardens, and local care homes; as well as other organisations like homeless and young carers charities, and the police and local councils.

\*Corporate partners - like Cinven, Barclays and Accenture - to provide prestigious venue space and panel members for community pitch events

\*Other partners to deliver inspirational masterclasses for the Future City Leaders stage ? like Museum of Happiness on wellbeing, the GLA on power in London and Sheila MacKechnie Foundation on campaigning

**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?**

As a whole cohort, we would probably group most of the young people within the ?Surviving? and ?Coping? categories. This judgement is based on:

\*feedback from young Londoners for our ?Young People?s Capital?? (2017), ?Hidden in Plain Sight? (2018) and ?Space of Our Own? (2018) reports. Young people flagged challenges to becoming successful adults including ? feeling disconnected from their communities because of rapid change; not receiving the mentoring they need to find work; and worries about safety on the streets and needing safes spaces at a time when many youth centres are closing.

\*just over half of children in the capital live in families existing below the minimum income standard required to reach a socially acceptable standard of living (Trust for London 2017). These young people ? significantly represented across our network ? risk missing out on many of the out-of-school development opportunities enjoyed by more affluent families.

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

We don't explicitly focus on reducing participants' environmental footprint through City Leaders but

? we do encourage young people to get involved in local activism and connect with the community immediately around them

? some of the groups of young people choose to focus on an environmental theme for their community projects. Young people from Attlee Youth and Community Centre partnered with Spitalfields Farm and Tower Hamlets Council to improve the communal green space on the local Chicksand Estate; they tidied away plants and mended grow boxes - something older people attending the Centre had asked for

? young people who have completed City Leaders have the option to progress onto the Keeping It Wild programme we run with London Wildlife Trust and John Muir Trust



## 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
Staff costs	57,656	117,613	119,913	61,469	0	356,651
Contributions to partner youth organisations	30,000	53,560	55,167	28,000	0	166,727
Participant costs	16,000	28,583	29,080	14,796	0	88,460
Other programme running costs	3,130	6,316	6,415	3,259	0	19,120
Essential support costs - HR	1,556	3,521	6,717	3,459	0	15,263
Essential support costs - Finance	3,723	7,670	7,900	4,069	0	23,363
Essential support costs - Digital and IT	5,139	10,587	13,904	7,161	0	36,791
Essential support costs - Governance	2,326	4,792	4,936	2,542	0	14,596
Essential support costs - Office costs	12,546	25,845	26,620	13,709	0	78,720
<b>TOTAL:</b>	<b>132,086</b>	<b>258,487</b>	<b>270,653</b>	<b>138,464</b>	<b>0</b>	<b>799,691</b>

### What income has already been raised?

Source	Year 1	Year 2	Year 3	Year 4	Year 5	Total
CVC Capital Partners	50,000	0	0	0	0	0
Other brought forward restricted funds from 17-18	14,268	0	0	0	0	0
<b>TOTAL:</b>	<b>64,268</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### What other funders are currently considering the proposal?

Source	Year 1	Year 2	Year 3	Year 4	Year 5	Total
M&C Saatchi	75,000	25,000	0	0	0	0
Morrison's Foundation	50,000	0	0	0	0	0
<b>TOTAL:</b>	<b>125,000</b>	<b>25,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### How much is requested from the Trust?

<b>Expenditure heading</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Total</b>
Staff costs	28,828	58,807	59,956	30,734	0	178,325
Contributions to partner youth organisations	15,000	26,780	27,583	14,000	0	83,363
Participants costs	8,000	14,292	14,540	14,000	0	44,230
Other programme running costs	1,565	3,158	3,208	1,629	0	9,560
Essential support costs - HR	783	1,761	3,359	1,730	0	7,632
Essential support costs - Finance	1,862	3,835	3,950	2,034	0	11,682
Essential support costs - Digital and IT	2,570	5,293	6,952	3,580	0	18,396
Essential support costs - Governance	1,163	2,396	2,468	1,271	0	7,298
Essential support costs - Office costs	6,273	12,922	13,310	6,855	0	39,360
<b>TOTAL:</b>	<b>66,043</b>	<b>129,244</b>	<b>135,327</b>	<b>69,232</b>	<b>0</b>	<b>399,846</b>

## Who will benefit?

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

**270**

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

**London-wide**

Does this project specifically target any groups or communities?

**Yes - please enter details below**

This project will specifically work with the following age groups:

**0-15/16-24**

This project will specifically work with the following gender groups:

**Male**

**Female**

**Transgender or other gender identity**

This project will specifically work with the following ethnic groups:

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

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

**Mixed / Multiple ethnic groups**

**White (including English/ Welsh/ Scottish/ Northern Irish/ British; Irish; Any other White background)**

**Refugees and asylum seekers**

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?

**We'll target the young people we've identified by working in partnership with youth organisations that are part of our pan London membership network. We have a 15 year track record of successfully delivering social action in this way.**

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: **Gareth Price**

Role within                      **Head of Development**  
Organisation: