

# The City Bridge Trust

## Bridging Divides: Application for a grant



### About your organisation

#### Organisation Details

Name of your organisation: <b>Reach Volunteering</b>	
If your organisation is part of a larger organisation, what is its name?	
In which London Borough is your organisation based? <b>Lambeth</b>	
Contact person: <b>Ms Janet Thorne</b>	Position: <b>CEO</b>
Website: <b><a href="http://www.reachvolunteering.org.uk">http://www.reachvolunteering.org.uk</a></b>	Social Media Accounts: <b>@janetthorne</b>
What Quality Marks does your organisation currently hold? <b>none</b>	

#### Legal Status

Legal status of organisation: <b>Registered Charity</b>			
Charity Number: <b>278837</b>	Company Number: <b>1452482</b>	CIC Number:	Bencom Number:
When was your organisation established? <b>01/09/1979</b>			

#### Aims of your organisation:

Reach Volunteering has a vision of a society where all charities and voluntary organisations can easily access the volunteer skills and support they need to succeed. Its mission is to provide fulfilling skilled volunteering opportunities to enable voluntary and community organisations across the UK to improve their effectiveness.

For almost 40 years Reach has been connecting charities with the skills they need to survive and prosper. We help charities find the key skills they urgently need, skills such as operational management, finance, income generation, digital, planning and communications. We aim to provide charities with crucial additional capacity, helping them to build greater capability and gain access to the expertise, ideas or thinking that will enable them to develop their cause for the benefit of their beneficiaries

#### Main activities of your organisation:

Reach Volunteering is the UK's leading skills-based volunteering charity. We help charities find the skills they need but can't otherwise access. We support charities to identify and promote their volunteering and trustee opportunities, recruiting people willing to donate their expertise, and enabling charities and volunteers to find their perfect match.

#### Our service:

- ? strengthens governance, recruiting Chairs, Treasurers or trustees with particular specialisms
- ? increases frontline capacity, finding volunteers to co-ordinate or deliver services

? strengthens the ?back office?, recruiting volunteers who help in areas including management of people, property or other resources, generating income, or raising the organisation?s profile.

We provide a ?light touch? holistic service, based on self-service and peer-to-peer interaction enabling us to offer our service without charge to hundreds of small and medium sized charities.

We also offer added-value services which generate income for Reach. These include:

- ? TrusteeWorks? executive search for boards
- ? Employer supported volunteering
- Funder plus - supporting grantees to recruit trustees

**Your Staff & Volunteers**

<b>Full-time:</b>	<b>Part-time:</b>	<b>Trustee/Board members:</b>	<b>Active volunteers:</b>
<b>4</b>	<b>4</b>	<b>7</b>	<b>23</b>
Do you have a Safeguarding policy? <b>No</b>			
<b>Are the following people in your organisation subject to DBS checks?</b>			
<b>Paid Staff</b>	<b>Volunteers</b>	<b>Trustees / Management Committee Members</b>	
<b>No</b>	<b>No</b>	<b>No</b>	

**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>Leased</b>	<b>March 2020</b>

**Environmental Impact**

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

- ? 4 members of staff out of 7 have either cycled or run to and from work. Reach encourages staff to take part in the charity bike purchase scheme.
- ? Reach participates in a tenants recycling programme for which annual targets are set for waste reduction and monitored increase levels for paper, plastic and metal recycling. Bins are provided within the Reach office to separate different types of waste material.
- ? There are timed lighting arrangements in the communal areas of the building. Within Reach offices a member of staff monitors the office power consumption, example being an internal initiative to turn off computer monitors overnight.
- Reach has cut its paper consumption by over 50% since 2016. Any Reach literature is printed on 100% recycled paper.
- ? All Reach staff and volunteers have remote access connection and are encouraged to work from home on occasion.

## Finance Details

### Organisation Finances

	Year of most recent audited / examined accounts	Current financial year forecast	Next financial year budget
End of financial year date	31/12/2017	31/12/2018	
Grants & donations:	£314,466	↑ £393,000	£0
Earned income:	£67,620	£70,000	£0
Other income:	£18,186	£23,000	£0
<b>Total income:</b>	<b>400,273</b>	<b>£486,000</b>	<b>£0</b>
Charitable activity costs:	£401,432	£416,121	£0
Cost of raising funds:	£48,334	£48,000	£0
Other costs:	£2,336	£2,500	£0
<b>Total expenditure:</b>	<b>£452,102</b>	<b>£466,621</b>	<b>£0</b>
Free unrestricted reserves held at year end:	£95,037	£115,000	£0
<b>What is your organisation's reserves policy?</b>			
The Trustees aims to hold at all times sufficient liquidity equivalent to at least three months expected expenditure. This target was met in 2017			
For your most recent financial year, what % f of your income was from statutory sources?			
<b>0%</b>			

### Organisational changes

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

**Reach has secured a 3 year grant from the Big Lottery of £311k over 3 years**

## 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\Civil society organisations are more effective and resilient**

Please describe the purpose of your funding request in one sentence.  
**Strengthening the governance, capacity and capability of charities throughout London by connecting them with Londoners who want to volunteer their expertise.**

When will the funding be required? **03/12/2018**

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:	Year 2:	Year 3:	Year 4:	Year 5:
<b>£59,860</b>	<b>£60,829</b>	<b>£63,012</b>	<b>£63,640</b>	<b>£60,573</b>

**Total Requested: £307,914**

### You and your grant request

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

We want to connect up Londoners who want to engage, with charities working to tackle inequality, to build the capacity of civil society and help foster a more cohesive city.

London is a city where extremes of wealth and poverty co-exist side by side, but often in separate worlds. It contains a diverse population with very valuable skills, many of whom would like to contribute their expertise to a good cause but do not know where to start. At the same time, there are many charities working hard to reduce inequality, which lack the resources and networks to attract all the skills they need.

We want to seize the opportunity to harness people's interest in volunteering and encourage them to act on it by undertaking London-focused marketing and promotion, forging partnerships that will create routes into volunteering, and by supporting London charities to recruit and retain volunteers and trustees.

### **What are the changes you hope to achieve?**

The aim of this project is to increase the resilience and effectiveness of civil society organisations in London, by connecting them with volunteers who can strengthen their governance and build their capacity and capability.

We will target civil society organisations which are working for a more equitable and fair society, supporting people who experience disadvantage. We will help these charities

- ? Strengthen their governance by building well rounded boards of trustees, with a rich and diverse mix of skills, expertise and lived experience
- ? Increase their capacity and capability of their organisations by recruiting volunteers with expertise to help in a range of ways such as delivering specific projects, supporting core business functions or up-skilling staff by sharing their specialist knowledge.

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

#### **Governance**

Charities need trustees with the collective combination of skills, expertise, lived experience and passion to lead through today's challenges. However, many say that they find it hard to recruit trustees, and boards are typically unrepresentative of the communities they service (92% white, 2/3 male, and average age of 61 ) and lacking key functional skills such as marketing and digital. Over 70% of trustees are recruited by informal methods, perpetuating the lack of diversity. Boards need to recruit openly, and draw in a wider range of trustees to address this.

#### **Operational capacity**

Charities are often under resourced and core functions are particularly stretched since funding is hard to find for these costs. Small charities often lack capability too: relying on a small team of generalists to undertake a wide range of tasks means that expertise in key functional areas like marketing, digital or HR is often an issue.

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

Encourage more professionals to volunteer:

Extending strategic partnerships with corporates like SR Group and LinkedIn

Multi-channel London-based campaign around trusteeship: focused on social media, SEO, Adwords

Running free workshops and webinars with partners such as Team London and Capability Jane to introduce more people to volunteering / trusteeship.

Supporting charities to recruit more effectively:

Delivering workshops and resources, with Team London and other partners

Creating content to inspire organisations to make the most of skills-based volunteering

Supporting charities to create and upload good quality volunteer and trustee roles, vetting these roles and offering individual feedback and advice as required.

Promoting charities' roles to our online community and through extended networks (LinkedIn, corporate partnerships, and other partners).

Supporting charities throughout the recruitment process, to recruit effectively

Using co-production methods to increase the impact of our service, through a series of design cycles, based on service design methodology

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

Reach combines a specialist focus (skills-based volunteering) with a breadth of industry (all professions) and geography (pan London).

We have a unique set of partnerships with companies and other civil society organisations. We attract a diverse range of volunteers from different sectors and backgrounds who are offering considerable specialist expertise and who will increase the diversity of trustee boards of London civil society organisations (monitoring data available).

Our service is effective ? as evidenced by our outcomes

<https://reachvolunteering.org.uk/our-impact>. We are user-focused, and use a service design approach to drive continuous improvement. We have recently been used as a case study <https://betterdigital.services/case-study/reach-volunteering/> to illustrate the new 'better digital services' principles developed by CAST.

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

We work closely with other civil society support organisation.

We partner with any willing London Infrastructure organisation to stream our roles through their site. See for example <https://www.harrowcn.org.uk>. Likewise we partner with professional bodies like the Royal Society of Staticians to encourage their members to volunteer.

We have worked closely with GLV and Team London delivering workshops and conferences at City Hall on governance. We are currently exploring how we can collaborate with the new London Plus.

We work closely with others whose work we complement (eg Cranfield Trust, who recruit volunteers through our service and also signpost to us; CVSs and Volunteer Centres which often recruit their own boards through our service). Many CVSs and Volunteer Centres encourage charities to use our service in addition to their own.

We are working with Association of Chairs and Small Charities Coalition to explore how to encourage more boards to recruit openly

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

Charities will have stronger governance: we will support boards to identify the skills and experience they need to create a well rounded board. Through our matching service, we will support them to recruit suitable trustees. Strong diverse boards make better decisions and make their organisations more effective and sustainable.

Charities will have greater capacity and capability. We will support charities to recruit volunteers who enable the charity to extend what they are doing by adding capacity. Our service will increase charities' capability by supporting them to recruit volunteers with specialisms that complement the generalist skills of a small team. Eg supplementing the skills of a Marketing lead with SEO, digital marketing, content writing, social media, PR or design skills, at strategic and delivery levels

Over 5 years over 1,000 charities tackling inequality in London will be supported to recruit trustees and volunteers. 2,500 trustees and volunteers will be appointed.

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

We are working with charities, not directly with beneficiaries. However we will be targeting charities which work with disadvantaged people and we will actively promote our service to these charities.

**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?**

As above. In addition: we wish to address equalities issues and will collaborate closely with London Plus on this. In particular, we want to address the lack of diversity on trustee boards. We will do this by:

Developing materials which encourage boards to consider both diversity and inclusion  
Promoting the value of diversity, and encouraging boards to take concrete steps to help increase their inclusivity

Developing content, including video, that will encourage people from groups who are underrepresented on boards to consider trusteeship.

Actively reaching out to communities that are under-represented, to encourage them to volunteer as trustees or on operational projects.

**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?**

We are looking to address the problems of weak governance, lack of board diversity, inadequate resourcing and insufficient capacity and capability which have already been identified as issues for many charities.

However, there are also many charities for which these are not significant challenges. For them, supporting them to find good trustees or volunteers to help strengthen their board or increase their capacity / capability can help them avoid future problems, and thrive.

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

We will work closely with

- ? London Plus, promoting skills based volunteering; tackling equalities issues; promoting skills based volunteering and helping charities navigate the range of help on offer
- ? Team London ? running a joint programme providing training in trusteeship and board development to trustees
- ? CVSs and Volunteer centres ? providing a complementary service and looking to collaborate where possible
- ? Corporates ? encouraging their employees and extended network to volunteer their expertise for the capital's communities
- ? Other associations / professional membership bodies ? encouraging their members to volunteer their skills
- ? Small Charities Coalition, Association of Chairs and Charity Commission, to produce materials to encourage boards to recruit trustees openly, and to recruit more effectively.

**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?**

Not strictly relevant, since we are working with charities, not people. However, we will be working with charities at all points of this spectrum. Strong boards can lead charities through a turnaround (see Charity Governance Awards Turnaround category) or enable them to move from ?adapting? to ?thriving?. Similarly, volunteers recruited through our service have help charities avert crisis or even closure, or enabled them to innovate (see for example the ?Christmas advert? produced for Small Charities Coalition by a videographer recruited through Reach)



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

Not directly. However, we are a good source of volunteers with digital expertise. Helping charities become more digital can increase staff capacity to work remotely (reducing travel) and reduce inefficiency.

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

4,600 Londoners ready to volunteer their skills, generated by running training courses and webinars, and promoting volunteer and trustee positions to a wider audience through strategic partnerships and digital marketing

Appointment of 2,500 trustees and volunteers with expertise by providing a supported matching service which includes vetting, and advice and guidance

Improving the effectiveness of our service by involving charities and volunteers in an iterative series of service design cycles with an end goal of producing more impact placements which work for both parties

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

Charities? trustee boards are stronger and more diverse - charities will be supported to recruit trustees who can contribute skills and experience that will make their boards more diverse and well-rounded, and thus able to provide better leadership.

Charities have increased capacity and capability of their organisations - charities will be supported to recruit volunteers who contribute their skills and experience to projects or on an ongoing basis, enabling charities to stretch their resources further, and to bring in specialist expertise to innovate and upskill.

Our service will be more effective and efficient



## 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
Service Delivery,( advice, support, vetting)	50,000	51,000	52,020	53,060	54,122	260,202
Developing Partnerships	7,400	7,548	4,457	4,546	4,637	28,588
Service Dev, (design, product man, tech dev)	22,122	22,564	20,581	20,993	21,413	107,673
Pan London Promotion	20,000	15,000	12,000	12,000	12,000	71,000
Contribution to Overheads	17,000	17,340	17,687	18,040	18,400	88,467
<b>TOTAL:</b>	<b>116,522</b>	<b>113,452</b>	<b>106,745</b>	<b>108,639</b>	<b>110,572</b>	<b>555,930</b>

### What income has already been raised?

Source	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Big Lottery	31,662	12,623	13,731	0	0	58,016
Clothworkers Co, Leathersellers Co, personal donor	25,000	20,000	0	0	0	45,000
<b>TOTAL:</b>	<b>56,662</b>	<b>32,623</b>	<b>13,731</b>	<b>0</b>	<b>0</b>	<b>103,016</b>

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

Source	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Anticipated surplus income from charged for services	0	10,000	12,000	15,000	20,000	57,000
Sobell Fdn new app In course follow on fdg	0	25,000	25,000	25,000	0	75,000
to be Esmee Fairbairn Fdn / J Ellerman Fdn	0	0	0	0	0	0
Regular small grant giving trusts and corporates	0	10,000	10,000	10,000	10,000	40,000
<b>TOTAL:</b>	<b>0</b>	<b>45,000</b>	<b>47,000</b>	<b>50,000</b>	<b>30,000</b>	<b>172,000</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>
Service Delivery	32,970	28,404	23,496	28,060	29,122	132,052
Developing Partnerships	1,050	1,191	3,092	4,546	4,637	14,516
Service Development	2,340	12,564	20,581	4,546	4,637	73,891
Pan London Promotlon	20,000	15,000	12,000	9,000	9,000	65,000
Contribution to Overheads	3,500	3,670	3,843	8,041	3,401	22,455
<b>TOTAL:</b>	<b>59,860</b>	<b>60,829</b>	<b>63,012</b>	<b>63,640</b>	<b>60,573</b>	<b>307,914</b>

## Who will benefit?

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

**10,000**

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?

This project will specifically work with the following age groups:

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: **Andrew Phillips**

Role within                      **Fundraising Manager**  
Organisation: