

The City Bridge Trust

Bridging Divides: Application for a grant



About your organisation

Organisation Details

Name of your organisation: Streetwise 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 Camille De Groot	Position: Head of Development
Website: http://www.streetwiseopera.org	Social Media Accounts: @StreetwiseOpera
What Quality Marks does your organisation currently hold? N/a	

Legal Status

Legal status of organisation: Registered Charity			
Charity Number: 1092931	Company Number: 04370521	CIC Number:	Bencom Number:
When was your organisation established? 08/02/2002			
Aims of your organisation: The charity's objectives are to advance the education of the public in the arts, in particular but not exclusively in the art of opera; and the relief of need of homeless people. Streetwise Opera is an award-winning charity which uses music to help people who are or have been homeless make positive changes in their lives. Our programme of high-quality, regular arts activities aims to improve society's most marginalised people's wellbeing and social inclusion, helping them to develop the skills and confidence they need to move on from homelessness, for good. Our goal is that through involvement in our programme: - Participants improve their wellbeing and physical health - Participants increase their creative skills and enjoy life more - Participants become more self-confident, develop better self-esteem and feel more positive about the future - Participants make friends and increase social skills - Participants develop an increased sense of belonging and pride and become more motivated to try new things			

Main activities of your organisation:

Our programme includes:

- Weekly singing and acting workshops in a homeless / third sector centre and an arts venue in five regions (London, Manchester, Nottingham, NewcastleGateshead and Teesside), led by two professional musicians and a support worker offering pastoral care. Workshops involve group and solo singing, improvisation, team work, movement and creative expression.
- Progression activities comprising public performances, theatre trips, cultural activities, volunteering placements in partnership with other arts organisations and opportunities to represent Streetwise Opera as an Ambassador.
- A biennial opera production in one of our regions featuring our performers and professional artistic partners.

In 2017/18, we delivered 461 workshops, 37 performances and provided volunteering opportunities for 40 people. Moreover, with our support, 100 performers took part in other arts groups, and 43 took up opportunities to represent Streetwise Opera externally as Ambassadors.

We also run an international movement, With One Voice (WOV), which connects arts and homelessness organisations worldwide to share policy and best practice.

Your Staff & Volunteers

Full-time:	Part-time:	Trustee/Board members:	Active volunteers:
8	12	11	8

Do you have a Safeguarding policy? **Yes**

Are the following people in your organisation subject to DBS checks?

Paid Staff No	Volunteers No	Trustees / Management Committee Members No
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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	2 years 3 months

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

We rent an office in a shared building (our rent is reduced significantly by our landlords' Charitable Foundation's support), therefore we are limited in how much we can affect and control our environmental impact.

Where we can, we consider our environmental sustainability as a factor in our planning and decision-making processes. For example, we continue our efforts to reduce our energy consumption in the Streetwise Opera office, by recycling all waste and paper when possible, consciously working in a paperless way, purchasing Rainforest Alliance/Fairtrade tea and coffee, switching off all electrical equipment when not in use, and working with our host venues to follow these practices.

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:	£785,814	£863,086	£0
Earned income:	£16,028	£30,000	£0
Other income:	£1,672	£2,000	£0
Total income:	803,514	£895,086	£0
Charitable activity costs:	£747,482	£803,205	£0
Cost of raising funds:	£82,855	£91,881	£0
Other costs:	£0	£0	£0
Total expenditure:	£830,337	£895,086	£0
Free unrestricted reserves held at year end:	£179,319	£180,180	£0

What is your organisation's reserves policy?

The Trustees' policy is to maintain free reserves at least equivalent to three months' core costs and the costs associated with winding down the workshop programme. These costs are currently estimated at £165,790 and this amount is held in a designated fund.

The free reserves of the charity (i.e. those funds not tied up in fixed assets and restricted funds) at 31 March 2017 (as per 2016/17 audited accounts) amounted to £179,319 which is considered appropriate in the current climate. 2017/18 audited accounts will be signed at our AGM in November. The draft accounts show total free reserves of £180,180.

For your most recent financial year, what % of your income was from statutory sources?
21-30%

Organisational changes

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

With One Voice completed a second year of operation and results are far exceeding expectations. Following thorough analysis by the Trustees and Executive Team, we have concluded that WOV should become a separate organisation from April 2019 onwards. We are preparing for WOV's independence, which includes replacing our founding Artistic Director who will leave to become Director of WOV.

Grant Request

Which of the Trust's programmes and priority areas will your application deliver?
Connecting the Capital/Arts, sports, health and/or well-being projects for disabled people

Which of the programme outcome(s) does your application aim to achieve?
Connecting the Capital/Londoners experiencing inequality or disadvantage have greater wellbeing and independence through improved access to arts, sports and other community facilities and services

Please describe the purpose of your funding request in one sentence.
We request support so we can help some of London's most disadvantaged and isolated people, and through meaningful arts activities improve their wellbeing and increase their social inclusion in 2019-21.

When will the funding be required? **01/01/2019**

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)
MarlaMarina Foundation & Esmée Fairbairn Foundation (decreasing grant

How much funding are you requesting?

Year 1:	Year 2:	Year 3:	Year 4:	Year 5:
£40,000	£40,000	£40,000	£0	£0

Total Requested: £120,000

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

At least 85% of surveyed participants (across Streetwise Opera's regions including London) note that their mental health has improved.

At least 80% of surveyed participants (across Streetwise Opera's regions including London) note that they felt that they had developed better relationships with other people.

At least 80% of surveyed participants (across Streetwise Opera's regions including London) note that they have improved or maintained their self-confidence.

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

C. 258 weekly workshops at two different settings in London (one homelessness centre and one arts venue), reaching 300 unique beneficiaries (people who are or have been homeless).

12 public performances and nine theatre trips, organised and supported by Streetwise Opera.

400 attendances across a range of progression activities signposted by Streetwise Opera (such as participating in activities or attending events organised by other arts organisations, and opportunities to represent Streetwise Opera as an Ambassador).

You and your grant request

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

We are applying for support towards the running costs of our programme for people who are or have been homeless in London in 2019, 2020 and 2021.

In 2019, we aim to deliver:

- 44 weekly workshops at a homeless centre (The Passage Day Centre in Westminster) and 42 weekly workshops at an arts venue (Southbank Centre in Lambeth), reaching 160 unique beneficiaries per year
- Four theatre trips to English National Opera
- At least four public performance opportunities at venues such as Queen's Gallery, Royal Festival Hall etc.
- Volunteering opportunities with arts organisations such as Spitalfields Music and Shakespeare's Globe for at least 20 people
- Opportunities to represent Streetwise Opera as an Ambassador (e.g. sitting on recruitment panels, speaking at conferences) for at least 35 people

We set targets at year end, and expect to marginally expand our reach year-on-year in 2020 and 2021.

How will the project described achieve your stated outcomes?

We aim to open up London's fantastic cultural offer to some of the city's most disadvantaged people; improve wellbeing and increase social inclusion through arts participation; and contribute to a city that works for everyone.

Through working in a supportive environment and participating in opera (perceived by many as elitist), our participants' beliefs about their capabilities (and the public's perception) are changed. Through their involvement in Streetwise Opera, people feel better about themselves and more able to take on other challenges such as living independently, engaging with services and getting involved with community life.

We expect to achieve these outcomes:

- Participants report improved mental and physical health
- Participants feel (more) positive about the future
- Participants note they are (more) confident and have increased self-esteem
- Participants have developed their creative and social skills
- Participants have an increased sense of belonging
- Participants have built positive relationships

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

Homelessness is a pressing issue; London rough sleeping has more than doubled since 2010 (over 1,000 people sleep rough on any given night), and an increasing number of homeless households are being placed in temporary accommodation (Homeless Link, Crisis). Meanwhile, local authorities' budgets and homelessness support is reducing.

Homelessness is a complex issue; people who are/have been homeless often deal with significant challenges in life and face multiple forms of discrimination, which make moving out of homelessness difficult. Social isolation and disaffiliation from society is also a big concern; even when people are re-housed [?] a substantial proportion [?] are unable to sustain the responsibilities of a tenancy and struggling to cope with isolation or independence? (Lemos & Crane).

Frontline services prioritise primary services. Homeless people need more than a bed and a roof; they need to be seen and heard, and know they have a legitimate place in society.

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

We will run:

- Weekly workshops led by professional musicians, with a support worker present to offer pastoral care. Workshops involve group and solo singing, acting, improvisation, teamwork, creative expression and rehearsal techniques. They offer a regular, social space where people can be creative, try new things and enjoy themselves.
- Public performances in high-profile venues: The Queen's Gallery, Royal Festival Hall etc. Performances build participants' confidence, resilience and pride.
- Theatre trips in partnership with English National Opera to see productions of repertoire participants have studied, empowering and showing them that they belong within an art form widely perceived as elitist.
- Progression activities, such as engaging with other cultural activities like performing Bernstein's Mass at Southbank Centre, volunteering with Dickens Museum and Spitalfields Music, and acting as Streetwise Opera Ambassadors at conferences and on interview panels. These activities build participants' skills and provide a bridge back into society.

Why are you the right organisation to do this work?

We are one of the only organisations offering regular, high-quality creative activities with appropriate support for homeless people. Founded in 2002 by Matt Peacock MBE (awarded for services to music and homeless people in 2011), we have developed a reputation at the forefront of the arts and homelessness movement. We have won numerous awards, including The Times/Gramophone Music in Community Award, Andy Ludlow Homelessness Award, and Royal Philharmonic Society Music Award.

Our Co-Executive Directors are highly experienced within Streetwise Opera and other arts organisations, with proven track records in fundraising, communications, finance, HR and strategic planning. Programme staff are experienced in producing participatory arts projects and have equal regard for performers' needs and artistic quality. Workshop staff receive regular support and training, including through an annual training day.

We continuously monitor and evaluate our work; for example, we create an annual Impact Report, and quarterly programme reports for Board meetings.

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

We carefully develop and regularly evaluate our work with a range of arts and homelessness partners, to ensure our activities complement existing services and add value to homelessness support in London.

Third sector organisations often lack the resource or expertise to deliver high-quality artistic activities themselves, although they highly value the benefit of arts participation. Therefore, we work directly with and at The Passage, and we liaise with organisations such as St. Mungo's and Crisis Skylight to share findings and signpost participants to each other's services.

We have also noticed that due to cuts to NHS and mental health budgets, our participants rely on Streetwise Opera more and more to support their wellbeing, hence our ongoing commitment to include support workers in workshops.

Moreover, we have been engaged by several creative spaces (e.g. Southbank Centre) as consultants to help them make their buildings more welcoming to people who are homeless.

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

Streetwise Opera is a performer-led organisation and we are committed to ensuring that our participants' voices and needs are heard at every level through inclusion, collaboration and representation:

- Performers attend planning meetings and feed into company policies, our communication strategy, and our strategic plan;
- We collect qualitative and quantitative data from all participants as part of our monitoring and evaluation, including through annual focus groups which gives participants an opportunity to feedback on the day-to-day running of the organization and the programme;
- Performers sit on staff recruitment and other decision-making panels; for example, this year two performers were part of the panel that selected our Composers-in-Residence;
- When staff are invited to attend/speak at conferences or events, we aim to invite performers to join us.
- Two former participants with experience of homelessness sit on our Board of Trustees and contribute to our governance.

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?

Through our performances and progression activities, people from different walks of life come together over a shared cultural experience, and help raise awareness of the issues and misconceptions surrounding homelessness. Our activities demonstrate that people who are particularly excluded have a valid place in our society and cultural lives.

People who are or have been homeless suffer chronic social exclusion. Moreover, our 2017/18 data revealed that the majority of our participants had experience of multiple issues. Comparing our performers' profile with that of single homeless people accessing accommodation projects in England (2017 Homeless Link), it appears that we are reaching people with particularly high levels of mental and physical health issues (77% vs national figure 34%), and a high proportion of people with complex or multiple needs (54% vs national figure 32%). Moreover, our data suggests that we reach an ethnically diverse group of people.

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?

The project meets an already identified need: although there is good evidence of the benefit of regular creative activity for people who are or have been homeless, there is a lack of provision and the majority of people do not access these activities. There are also elements of the work which are preventative, since engaging in our activities can help people to sustain positive recoveries from homelessness. Crisis states that: 'One in four ex-homeless people find themselves unable to sustain a tenancy - loneliness and isolation are the main causes'. It is important to build people's skills, confidence and capability to empower them to feel in control of their lives again so they are able to move on from homelessness for good.'

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

Collaboration (one of our core values) is key to the delivery of our programme and progression routes for participants through and beyond Streetwise Opera. By working with a range of partners, we build participants' resilience, confidence, sense of belonging and inclusion, and in some cases their employability as a result of volunteering and work placements.

Our workshop delivery partners The Passage and Southbank Centre are essential to the delivery of our workshop programme; they offer space in-kind to host our workshops, and The Passage provides a support worker for workshops taking place on their premises.

Our artistic partner English National Opera provides a basis for our workshop programme, tickets to productions, visiting artists and volunteering opportunities.

We also work with a wide range of arts organisations on a more ad-hoc basis for volunteering opportunities such as: Spitalfields Music, Dickens Museum, Queen's Gallery, Shakespeare's Globe and St Martin-in-the-Fields.

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?

Based on our data and experience, we believe the majority of our participants find themselves in the coping / adapting stage. Most participants have taken the step to access homelessness support services, and find out about our programme through referrals at centres or charities, and word of mouth from Streetwise Opera performers. The Passage workshop attendees most likely find themselves in the coping stage; participants attending Southbank Centre workshops most likely find themselves in the adapting stage.

In 2019, we are introducing a 'milestones' progression route, which will see participants self-evaluate which stage they are at, and assess their progress in annual meetings with workshop staff. For longer-term participants, this will involve discussing when or whether they can confidently move on from Streetwise Opera. Our entire programme and ethos aligns with the Trust's stages in that we aim that our participants leave our programme when they feel they are thriving.

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

In delivering this project, we will aim to minimise our environmental footprint through the practices outlined in question 3. However this is not a primary aim of the project.

Funding required for the project

Subsequently Revised

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

Expenditure heading	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Workshop costs: workshop leaders and support workers fees, refreshments, equipment, staff travel, taster workshops, planning meetings, workshop volunteers, marketing materials, contingency	20,766	21,181	21,604	0	0	63,551
Performances, theatre trip and progression costs: workshop leader and support worker fees, activities, travel expenses, T-shirt laundry, etc	6,349	6,476	6,606	0	0	19,431
London staffing: Regional Coordinator - 3 days per week (salary incl NIC and pension)	15,301	15,786	16,101	0	0	47,188
National staffing: Artistic Director for Workshops, Head of Programme, Marketing Manager, Projects Producer, Arts Administrator, Evaluation Manager (20% of national expenditure for proportion of work based in London) (salary incl NIC and pension)	13,070	13,331	13,598	0	0	39,999
Evaluation: evaluation consultant, admin costs, travel, peer evaluation (20% of national expenditure)	1,446	1,475	1,504	0	0	4,425
Training: workshop leader and support workers fees, travel expenses, refreshments, first aid/safeguarding training (20% of national expenditure)	1,736	1,771	1,806	0	0	5,313
Overheads: admin and management staff costs	23,087	23,548	24,019	0	0	70,654
Overheads: fundraising and press, office and admin	8,110	8,272	8,438	0	0	24,820
	0	0	0	0	0	0

TOTAL:	89,865	91,840	93,676	0	0	275,38
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What income has already been raised?

Source	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Grants - trusts and foundations (confirmed)	21,848	8,154	1,625	0	0	31,627
Donations - Individuals (confirmed)	5,000	5,000	1,250	0	0	11,250
Other - earned income from performances & corporate services (confirmed)	897	0	0	0	0	897

TOTAL:	27,745	13,154	2,875	0	0	43,774
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What other funders are currently considering the proposal?

Source	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Paul Hamlyn Foundation (1st stage application of a national proposal, listed figures London-related portion of the grant only)	19,040	19,787	20,183	0	0	59,010
Lloyds Bank Foundation	6,000	6,000	6,000	0	0	18,000
	0	0	0	0	0	0
	0	0	0	0	0	0
TOTAL:	25,040	25,787	26,183	0	0	77,010

How much is requested from the Trust?

Expenditure heading	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Workshop costs: workshop leaders and support workers fees	17,803	18,159	18,523	0	0	54,485
Workshop costs: refreshments, equipment, staff travel, taster workshops, planning meetings, workshop volunteers, marketing materials, contingency	2,465	2,513	2,564	0	0	7,542
Performances, theatre trip and progression costs: workshop leader fees, activities, travel expenses, T-shirt laundry, etc	5,918	6,066	6,187	0	0	18,171
National staffing: Head of Programme (1 day/week) and Projects Producer (1 day/week) (salary, NIC and pension)	6,220	6,344	6,471	0	0	19,035
Evaluation: evaluation consultant, admin costs, travel, peer evaluation (20% of national expenditure)	1,446	1,475	1,504	0	0	4,425
Training: workshop leader and support workers fees, travel expenses, refreshments, first aid/safeguarding training (proportion of 20% of national expenditure)	412	421	429	0	0	1,262
Overheads: office costs and admin	5,736	5,022	4,322	0	0	15,080
	0	0	0	0	0	0
	0	0	0	0	0	0
TOTAL:	40,000	40,000	40,000	0	0	120,000

Who will benefit?

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

160

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

Westminster

Does this project specifically target any groups or communities?

Yes - please enter details below

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:

People who are or have been homeless

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

We have a track record of working with people who are or have been homeless in London since 2002. We recruit participants through our partners, Regional Coordinator, support workers, participant Ambassadors and specially-designed flyers.

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: **Camille De Groot**

Role within **Head of Development**
Organisation:

15005 Streetwise Opera Revised Budget 27/1/19

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
Workshop costs: workshop leaders and support workers fees (84 workshops), refreshments, equipment, staff travel, planning meetings, marketing materials	£ 21,826	£ 22,263	£ 22,708			£ 66,797
Performances, theatre trips and progression costs: workshop leader and support worker fees, activities, travel expenses, T-shirt laundry, refreshments	£ 2,413	£ 2,461	£ 2,510			£ 7,384
London staffing: Regional Coordinator (3 days / week, pro rata salary = £24,000)	£ 15,389	£ 15,786	£ 16,101			£ 47,276
National staffing allocations: - Creative Director of Workshops (20% of salary, pro rata salary = £31,215) - Head of Programme (12% of salary, salary = £30,600) - Marketing Manager (12% of salary, salary = £28,050) - General Manager (8% of salary, salary = £28,560) - Arts Administrator (10% of salary, salary = £21,000) - Evaluation Manager (20% of salary, pro rata salary = £24,480)	£ 18,167	£ 18,530	£ 18,901			£ 55,598
Evaluation: Evaluation Consultant (20% of committed days, 4.5 days/year), admin costs, travel	£ 629	£ 633	£ 646			£ 1,908
Training: national training day, workshop leader and support worker fees, travel, refreshments	£ 1,432	£ 1,461	£ 1,490			£ 4,383
Overheads: admin and related staff costs - Co-Executive Director (10% of salary, salary = £43,864) - Artistic Director (5% of salary, pro rata salary = £40,000) - Head of Development (10% of salary, salary = £38,380) - Development Manager (10% of salary, salary = £28,845) - Finance Manger (5% of salary, pro rata salary = £30,000)	£ 14,086	£ 14,368	£ 14,655			£ 43,109
Overheads: fundraising and press expenses, office and admin	£ 16,608	£ 16,940	£ 17,279			£ 50,827
TOTAL:	£ 90,550	£ 92,442	£ 94,290			£ 277,282

What income has already been raised?

Income source	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Little Butterfly Foundation (major donor)	£ 5,000	£ 5,000				£ 10,000
Esmée Fairbairn Foundation (proportion from grant to national programme)	£ 3,250	£ 2,500				£ 5,750
Henry Smith Foundation (proportion from grant to core costs)	£ 5,000					£ 5,000
Westminster Foundation (proportion of rent)	£ 2,724					£ 2,724
TOTAL:	£ 15,974	£ 7,500				£ 23,474

What other funders are currently considering the proposal?

Income source	Year 1	Year 2	Year 3	Year 4	Year 5	Total
StreetSmart*	£ 12,000					£ 12,000
Paul Hamlyn Foundation**	£ 19,409	£ 3,514	£ 3,584			£ 26,507
TOTAL:	£ 31,409	£ 3,514	£ 3,584			£ 38,507

*Towards London-specific and a proportion of the national workshop, training and evaluation costs.

**Towards the London Co-ordinator salary and a proportion of training and evaluation costs.

The delivery of our London programme is a key priority; if we are not successful in these applications, we will allocate unrestricted funding from Arts Council England to ensure the programme goes ahead as planned.

How much is requested from the Trust?

Expenditure heading	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Workshop costs	£ 10,711	£ 10,925	11,144			£ 32,780
Performances, theatre trips and progression costs	£ 2,413	£ 2,461	2,510			£ 7,384
National staffing allocations	£ 6,443	£ 6,572	6,704			£ 19,719
Evaluation	£ 629	£ 642	654			£ 1,925
Overheads (salaries)	£ 14,086	£ 14,368	14,655			£ 43,109
Overheads (fundraising and press expenses, office and admin)	£ 8,885	£ 9,062	9,244			£ 27,191
TOTAL:	£ 43,167	£ 44,030	£ 44,911			£ 132,108

