

MEETING: 09/05/2013

ANNEX NUMBER: 12

ASSESSMENT CATEGORY - Strengthening the Third Sector

Barking & Dagenham Council for Voluntary Service

Amount requested: £160,991

Amount recommended: £150,000

Ref: 11602

Adv: Tim Wilson

Base: Barking & Dagenham

Benefit: Barking & Dagenham

Purpose of grant request: To enhance the effectiveness of 198 organisations in Barking & Dagenham by supporting them to develop evidence-based evaluation frameworks and robust financial management control systems

Background

Barking & Dagenham Council for Voluntary Service (B&D CVS) is the main infrastructure organisation in a borough typified by a large concentration of small community-based groups. The borough is London's sixth most deprived, has higher than average rates of youth unemployment, lower than average life expectancy and the ninth highest proportion of child poverty in the UK. The borough has experienced significant demographic change over the last decade with the loss of some long established local employers and the transition to a more multi-ethnic population.

B&D CVS estimates there are around 500 voluntary, community and social enterprise organisations in the borough. Based on the charity's own research in 2010, 83% of these organisations have an annual turnover of less than £100,000. Many struggle with key skills in financial management and outcomes monitoring, both of which are fundamental to running an effective charitable organisation.

Funding History

You awarded B&D CVS £75,000 in May 2002 for a project providing fundraising support to organisations in the borough. The final monitoring report, rated good, was received in January 2007 and the file was made historical some time ago.

Current Application

B&D CVS seeks funding for a project that aims to build the skills of 198 organisations in monitoring and evaluation and financial management. The charity currently has two staff members providing advice and support on fundraising, governance and leadership, and proposes to use your grant to appoint a Financial Management and Outcomes Skills Advisor. This part-time post (28 hours per week) will provide support both at B&D CVS offices and across the borough through a combination of group

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training and individual consultancy. Of the groups supported, up to 25 each year will be referred to Accounting for Community Enterprises, a local partner, for specialist accountancy assistance.

Almost all beneficiaries of the advice and support will be smaller organisations with an annual turnover of less than £100,000.

Financial Observations

Accounts for the year ended 31st March 2012 show an overall deficit of £38,474 (9% of turnover), which comprises a deficit on restricted funds of £125,740, partially offset by a surplus on unrestricted activity of £87,266.

B&D CVS' reserves policy is to hold free unrestricted reserves equivalent to six months running costs, a target of £258,684 based on current year expenditure. As at 31st March 2012 the charity held £233,628 in free unrestricted reserves, equating to 5.4 months' worth of total expenditure.

Unaudited figures for 2012-13 show a surplus of £80,347 (15% of turnover) which is entirely on unrestricted funds. The charity plans to set aside £50,000 of this surplus towards repair costs on the Ripple Centre, which it has on a full repairing lease. The forecast for 2013-14 shows a break-even position.

Officer's Appraisal

You receive relatively few applications from Barking & Dagenham, and in your annual statistics report officers note that it is the borough with the greatest discrepancy between Trust spending and relative deprivation. The borough's voluntary sector is widely recognised as under-developed compared with other more central London areas. This application offers an opportunity to address an ongoing problem and, hopefully, generate more successful proposals to the Trust which will help address the needs of communities living in London's sixth most deprived borough.

The request is slightly larger than you would normally consider for an award under this programme and your officer has discussed this with the charity. They are agreeable to a tapered award where additional funds are met by earned income and applications to other funders.

Recommendation

£150,000 over three years (£52,000; £50,000; £48,000) for the salary of a p/t (28hpw) Financial Management & Outcomes Skills Advisor plus other costs of a programme supporting 198 local organisations with monitoring, evaluation and financial management. The grant in years 2 and 3 is conditional on raising the balance of funds from other sources.



The City Bridge Trust

Charity Registration Number: 1035628

Working with Londoners: Application for a grant

Please read the guidance notes before completing this form

Reference:
(office use only)

11602

Date Received:

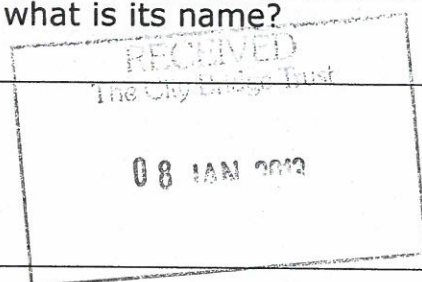
03/01/2013

Programme
Area:

07

1. About your organisation

Name of organisation applying for grant: Barking & Dagenham Council for Voluntary Service	
If the organisation is part of a larger organisation, what is its name?	
Address for correspondence: Ripple Centre 121 - 125 Ripple Road Barking, Essex	
Postcode: IG11 7FN Is this your home address? No	
Contact person: Mr Graham Collins	Position: Community Development & Resource Centre Manager
Phone: 020 8532 7310	Fax: 020 8532 7392
E-mail: graham.collins@bdcvs.org.uk	
Website: http://www.bdcvs.org.uk	
Legal status of organisation: Registered Charity	
If registered, please give charity number: 1012737	
Date organisation established: 06/05/1993	



2. Request for funds

Under which of the Trust's themes are you applying (see our website or brochure for further details)? Strengthening the Third Sector
Purpose for which funds are requested: (25 words maximum) To enhance the effectiveness of 198 organisations in Barking & Dagenham by supporting them to develop evidence-based evaluation frameworks and robust financial management control systems
How much funding is requested? Year 1: £51,940 Year 2: £53,650 Year 3: £55,401 Total: £160,991

3. Aims of your organisation

Barking & Dagenham CVS works at strategic level to bring together, support, promote and empower the Voluntary and Community Sector to be community-led, autonomous, effective, influential, flexible, responsive, value based and well resourced. We specifically work to:

1. To strengthen the capacity of local voluntary and community organisations so that they are better able to achieve their vision.
2. To enhance networking opportunities for the local voluntary and community organisations which promote shared learning and partnership working.
3. To increase the level of representation of the views of local and community organisations to policy makers, local government and funders.
4. To increase access to high quality and affordable facilities, meeting rooms and hall for local voluntary and community organisation and the wider community.

4. Main activities of your organisation

We deliver the following services:

1. A comprehensive package of support and advice to help local groups adjust to a new and challenging operating environment and equip them with the skills and confidence to implement robust management structures and diverse income generating strategies. This includes tailored and interlinked workshop programmes providing practical information and intensive one-to-one sessions.
2. Access to an informative website complete with relevant online-resources. We also disseminate a monthly e-bulletin with news and information on funding sources, seminars, training courses, events and consultations.
3. Organise an annual Voluntary Sector Open Day and a bimonthly Voluntary Sector Forum, open to all local groups, leading to greater information sharing, partnership work and collective action.
4. Co-ordinate an online Directory of local groups to facilitate a virtual network of local groups and establish a partnership communications network.
5. Representing the voluntary sector at every level of the Local Strategic Partnership to raise issues of concern.
6. Effective management of the Ripple Centre to provide flexible, dynamic meeting space and facilities to undertake voluntary and community activities that benefit local residents

5. Number of staff

Full-time	Part-time	Management committee members	Active volunteers
7	4	10	14

6. How do you support your volunteers?

- 1) We provide thorough induction/training to enable volunteers to fulfil the responsibilities of their role. This includes Health & Safety.
- 2) We support and encourage the volunteers through regular supervision.
- 3) We provide practical support to help volunteers identify and apply for relevant job opportunities.

7. Property occupied by your organisation

Is the main property owned or leased/rented by your organisation?	If leased/rented, how long is the outstanding lease/rental agreement?
Leased	23 years

8. Finance

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

Financial year ended - **Month: March**

Year: 2012

Income received from:	£
Voluntary income	32,350
Activities for generating funds	0
Investment income	565
Income from charitable activities	406,129
Other sources	0
Total Income	439,044

Expenditure:	£
Charitable activities	472,484
Governance costs	5,034
Cost of generating funds	0
Other	0
Total Expenditure:	477,518
(Deficit)/surplus for the year:	(38,474)

Asset position at year end:	£
Fixed assets	17,614
Investments	0
Net current assets (liabilities)	266,705
Long-term liabilities	0
*Total A:	284,319

Reserves at year end:	£
Endowment funds	0
Restricted funds	33,077
Unrestricted funds	113,242
*Total B:	284,319

* Total A and Total B must be the same and should be taken from your balance sheet

9. Statutory funding

For the financial year above, what % of your income was from statutory sources?
70%

10. Material changes

Describe any material changes to the organisation's activities, structure or financial position since the date of the most recent accounts:

N/A

11. Previous applications to the Trust

Have you applied to the Trust before? If so, please give details:

Month/Year:	Ref:	Grant received:	OR application rejected?
Month/Year:	Ref:	Grant received:	OR application rejected?
Month/Year:	Ref:	Grant received:	OR application rejected?

12. Previous funding received

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

	Year: 2009	Year: 2010	Year: 2011
(i)			
(ii) Barking & Dagenham Council	203,254	190,310	228,207
(iii) Change-Up Fundraising	94,300 40,000	89,400	90,500
(iv) Barking & Dagenham Primary Care Trust	219,516	95,745	67,500
(v) Government Office for London Treasury - Invest to Save Budget Communities and Local Government	15,427 11,364		43,500
(vi) Big Lottery Fund	117,144	117,438	123,144

13. Previous grants received

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

	Year: 2010	Year: 2011
N/A		

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

To reduce our organisation's carbon footprint we:

- Have installed solar panels as a renewable energy source for our premises. We conserve resources through efficient usage of our energy and water. This includes
 - Maintaining maximum temperature of 22 degrees
 - Keeping doors and windows closed to prevent heat loss
 - Enabling energy saving features on computers
 - Switching off electrical equipment and turning our lights when not in use
 - Using 'low energy' light-bulbs
 - Using electric fan heaters/radiators as little as possible and thermal settings on radiators
- Recycle materials wherever possible by using recycled paper and minimise waste through the safe and responsible disposal of all waste. This includes sorting recyclable from non recyclable materials; separating glass, plastics and aluminium for disposal at municipal recycling facilities.
- Whenever possible and practical, staff are encouraged to use public transport and endeavour to car share when travelling on business.

15. Purpose

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

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

Over the last five years, Barking and Dagenham has experienced significant demographic changes which have led to a rise in the number of newly established user-led organisations particularly from migrant communities and faith groups. From our research in 2011, we found that these organisations form a majority of the small and micro organisations and make up 83% of all charities in the borough.

The two key challenges that organisations currently face are:

- 1) under-developed monitoring and evaluation systems resulting in the inability to demonstrate the extent to which their services address the needs of their beneficiaries. Organisations rely on anecdotal evidence which cannot be evidenced with statistical information or qualitative data. This makes it difficult to assess whether organisations are using their resources efficiently and for the right purpose.
- 2) lack of understanding and expertise to effectively manage organisational finances and implement adequate accounting controls. Organisations do not have the skills and confidence to develop financial strategies, including robust budget forecasting, recording and reporting financial information and how to deal with the complexities of regulation relating to finance.

We will enhance the effectiveness of 198 organisations in Barking & Dagenham over a period of three years, by supporting them to develop quality evidence-based evaluation frameworks and robust internal financial management control systems. This will be achieved by providing intensive one-to-one consultancy services to each organisation with a specific focus on the two main interlinked competencies: outcomes-based evaluation and financial management. The specialist support that will be provided will include:

- i. How to assess and understand beneficiaries' needs;
- ii. How to develop appropriate interventions that address identified needs;
- iii. How to develop and define aims, objectives, outputs and outcomes and establish a methodical and practical structure;
- iv. How to develop a monitoring evaluation framework that includes base-line data and performance indicators which will help to demonstrate the extent to which the desired outcomes have been achieved.
- v. How to develop revenue and cash-flow budgets by applying full cost recovery principles.
- vi. Costing of products and services
- vii. Review of internal financial policies and procedures
- viii. Financial reporting and understanding annual accounts

By the end of the project 198 small and micro organisations will be able to demonstrate evidence-based impact of their services, efficient use of resources, improved accountability and increased skills and confidence to manage their finances in a methodical and transparent manner.

In the last year, we delivered a series of inter-linked workshops that focused on business planning, leadership skills, governance, collaborative working and sustainable funding. We assessed the impact of the series of workshops and on average the organisations' knowledge improved by 137% and their confidence increased by 58%. The feedback from a majority of the organisations was that they found one-to-one support more valuable as opposed to attending workshops. This type of support is heavily oversubscribed and we have found it to be the most effective method of intervention. From April 2011 to date, we have provided 166 organisations with minimum of three hours one-to-one support. Our research has shown these organisations require an average of at least 12 hours of intensive support to enable them to become more effective and efficient.

We continuously gather feedback from organisations to ensure that our work is relevant and to identify areas for improvement. We have an up-to-date and comprehensive profile of the population we serve, provide clear and accessible information about our services and work in partnership with other organisations to actively seek the views of diverse communities.

We also have an environmental sustainability policy which is reviewed annually to ensuring that we contribute to a more sustainable environment.

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

We will seek to understand the specific challenges organisations face by conducting initial diagnostic assessments that will be used to gather our baseline data. It will include an assessment of:

- o the social needs the organisation is addressing;
- o the organisation's purpose including aims and objectives and whether this meets the identified needs
- o how the organisation collects, measures and analyses monitoring information from its service users
- o skills and knowledge in financial management and monitoring & evaluation
- o quality of financial management systems and structures
- o the organisation's financial viability
- o organisational accountability and efficient use of resources

We will then compile case-notes and develop appropriate actions to be taken when supporting the organisations through the one-to-one sessions. Each milestone will be recorded in the case-notes and will be used to assess the 'distance travelled' in relation to the level at which their effectiveness and efficiency has been enhanced.

17. Beneficiaries

How many people will benefit from the grant per year?

100

In which local authority is your organisation based?

Barking & Dagenham

Which borough(s) of Greater London will benefit from this grant?
(if more than one, please give % for each)

Barking and Dagenham

At what address will the activity be located?

We will deliver the one-to-one sessions at Ripple Centre in Barking and some sessions at the organisation's premises in an around the borough.

What age group will benefit? **Adult**

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

	%		%
White - British	27	Black - Caribbean	11
White - Irish	1	Black - African	44
White - Other (please describe)		Black - Other (please describe)	
Other European	1	Mixed White & Black - African / Caribbean	4
Asian - Indian	4	Black - British	
Asian - Pakistani	6	Chinese	1
Asian - Bangladeshi	1		
Asian - Other (please describe)		Other (please describe)	

Open to everyone

What proportion of the beneficiaries will be disabled people?

20%

18. Funding required for the project

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

(List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
Salaries, employers NI and pensions	40,960	42,189	43,454	126,603
Beneficiary consultancy & skills development	5,600	5,920	6,240	17,760
Development & preparation of skills materials	2,437	2,510	2,585	7,532
Postage & stationery	793	817	841	2,451
Promotion & publicity	1,200	1,236	1,273	3,709
Subscriptions and staff training	950	978	1,008	2,936
ICT running costs and telephone	1,650	1,699	1,750	5,099
Office rent and utilities	8,000	8,240	8,487	24,727
Governance and compliance costs	1,500	1,545	1,591	4,636
TOTAL	63,090	65,134	67,230	195,453

What income has already been raised? (List amounts and main sources)

Source	Year 1 £	Year 2 £	Year 3 £	Total £
Ripple Centre contribution of unrestricted income generated from Hall and Meeting Room Hire Fees	11,150	11,484	11,828	34,462
TOTAL	11,150	11,484	11,828	34,462

What other funders are currently considering the proposal?

Funder	£
N/A	
TOTAL	

19. Funding requested from the Trust

How much is requested from the Trust? (List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
Salaries, employers NI and pensions	40,960	42,189	43,454	126,603
Beneficiary consultancy & skills development	5,600	5,920	6,240	17,760
Development & preparation of skills materials	2,437	2,510	2,585	7,532
Postage & stationery	793	817	841	2,451
Promotion & publicity	1,200	1,236	1,273	3,709
Subscriptions and staff training	950	978	1,008	2,936
TOTAL	51,940	53,650	55,401	160,991

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20. Funding requested from the Trust (continued)

When will the funding be required? 01/05/2013
Is the activity to continue beyond the period for which funding is requested? If so, how will it be resourced? We are developing an income generation model that will enable us to charge other larger and financially viable organisations for in-house consultancy services. The income will be re-invested in subsidising the costs for micro and small organisations who are otherwise not able to afford these services.
If any planning or other statutory consents are required for the project to proceed, what stage have the applications reached? N/A

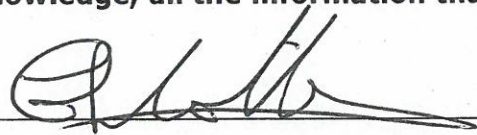
Declaration on behalf of applicant organisation

I, Graham Collins

am an authorised representative of: Barking & Dagenham Council for Voluntary Service

within which I am: Community Development & Resource Centre Manager

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

Signature  Date: 04 January 2013

Return the completed form to: The City Bridge Trust
 City of London
 PO Box 270
 Guildhall
 London EC2P 2EJ

- Please
- **do not send this application by fax or e-mail** - unless applying online, applications must be posted to the Trust
 - **do send the information in the checklist** - if items are missing, your application will be returned to you
 - **do send only the information in the checklist** - if further information is required, we will contact you
 - **do ensure you have signed and dated this form** - we cannot accept forms which have not been signed and dated
 - **do use the correct postage** - the completed form and additional materials are likely to exceed 100g in weight