

MEETING 13/03/2014

Ref: 11987

ASSESSMENT CATEGORY - Strengthening the Third Sector

Council of Somali Organisations (CSO)

Adv: Jenny Field

Amount requested: £100,000

Base: Islington

Benefit: London-wide

Amount recommended: £100,000

Purpose of grant request: £100,000 over two years. Salary and associated costs of a part-time Business and Membership Development Manager (3 days per week) and a part-time Research Development Officer (2 days per week) to build capacity of Somali frontline organisations.

Background

Council of Somali Organisations (CSO) was established to represent the interests of London's Somali community. It evolved following the commissioning by Trust for London of a series of seminars and a feasibility study during 2007-09 to explore the particular challenges facing the Somali community in London and its community organisations. It also investigated the potential political and practical support from relevant local and central government agencies, potential funders and other stakeholders, for the establishment of an umbrella body of Somali organisations. It concluded, following a high profile event at Portcullis House in January 2010, that an umbrella body was needed to provide an effective voice for the Somali community in London and to help build the capacity of London's Somali voluntary sector. CSO incorporated in October 2010.

Funding History

You funded, in partnership with Trust for London, the start-up of this organisation with a grant of £100,000 over two years (2 x £50,000), awarded in February 2011. The original recommendation to CBT Committee in February 2011 was for a grant of £150,000 spread equally over 3 years. However, some Members expressed concern about the proposal for grant funding to a newly formed organisation over a three year period via a well-established host organisation. It was agreed therefore to commit for only two years at that stage with a grant of £100,000 (2 x £50,000). Your grant was towards the post of a full-time Development Officer whilst Trust for London funded a full-time Director for the organisation. As the organisation was only 4 months old at the time, the grants were received by Ocean Somali Community Association (OSCA), a well-established organisation which provided financial and administrative services on behalf of CSO during its start-up phase through a service level agreement between the two parties.

Current Application

Despite there being an estimated 250 Somali organisations across London, ranging from larger, well-established organisations through to much smaller, volunteer-led organisations, historically, the Somali community has been fragmented and lacked a coherent voice. The establishment of a strategic umbrella body to provide a stronger voice for the community has been seen as a very positive and welcome development. However, given its fragmentation, establishing the new organisation

was bound to be challenging and getting CSO off the ground has not been an altogether smooth process.

A Director was appointed (with funding from Trust for London) who, whilst strong on building external relationships and raising CSO's strategic profile, was less strong at developing CSO's internal infrastructure and governance. There were also disagreements amongst the original management committee which impacted the smooth development of CSO. As a consequence, the timetable for establishing CSO as an independent charity slipped considerably. The Director left at the beginning of 2013 and an Interim Director was appointed in January 2013 to oversee CSO's strategic and operational development. This person is an experienced consultant to the voluntary sector and was appointed on a freelance basis.

The Development Officer role was filled by two part-time job sharers who had made good progress in developing and supporting the membership of CSO. One of the postholders resigned in February 2013 to take up another post whilst the other resigned in April 2013 in order to become a full-time mother. In the interim, the work has been covered by a freelancer from the Interim Director's consultancy whilst future funding is sought. As a result of their work, CSO is now in regular contact with over a 100 organisations, 70 of whom are active member organisations who have benefited from a range of surgeries, peer mentoring, information and advice sessions and networking events.

Throughout this time, your officers, together with officers from Trust for London, have worked closely with CSO and with the capacity building organisation Black Training and Enterprise Group (BTEG), an organisation with which the Trust has a long funding history. BTEG helped CSO to undertake an open and democratic process for electing a new management committee and to recruit the Interim Director who took up the post in January 2013.

The Interim Director has made considerable progress during the past year in developing the organisation's infrastructure, including strengthening its board and developing the internal systems necessary for it to operate as an independent entity. It received its charity registration in November 2013. At the same time, he has continued to develop CSO's external profile and during the past year CSO has organised 7 seminars and conferences. CSO's board has identified thematic priorities for the next three years which include the criminal justice system; health and wellbeing; entrepreneurship and enterprise; housing; and education and skills. Each of these themes will be guided by partners from its membership, the wider voluntary sector and statutory agencies. For example, it recently co-chaired an event with BTEG on the criminal justice system which was attended by approximately 40 people and included contributions from Prevent and the Metropolitan Police.

The Greater London Assembly has asked CSO to partner with it on health matters. The first related conference will be in March where the agenda will include commissioning, female genital mutilation and legislative changes on the use of khat in the UK.

This application complements an application currently being considered by Trust for London to continue funding the Director's post for a further two years. This will enable a replacement for the Interim Director to be recruited but he has indicated his willingness to remain in an advisory role until this person is 'bedded in'. You are asked to support two part-time posts. The first is a Business Development Manager for 3 days per week to provide day-to-day frontline support to CSO's membership. CSO also wishes to appoint a Research and Development Officer for 2 days per week to research specific issues pertinent to the community; collate data and case studies; and identify and promote good practice amongst the membership.

Whilst three years is the maximum period that you normally fund a project or activity, your policies allow you to fund work of strategic importance to London for a total of 5 years, usually in the form of a 3 year grant followed by continuation funding for 2 years. On this occasion, the request is for 2 years plus 2 years in order to coincide with the likely support from Trust for London.

Financial Observations

During 2012/13, OSCA received all CSO's funding which it administered on its behalf from a separate bank account. CSO's funding is consolidated into the 2012/13 audited accounts of OSCA. CSO opened a bank account in the summer of 2013 and has been gradually taking on more responsibility for managing its own finances (although your grant has been entirely administered by OSCA).

The CSO extract from OSCA's audited accounts for the year ended 31st March 2013 shows that CSO's income of £81,250 was fully expended during the year.

CSO's first annual accounts separate from OSCA will be for the current year ending 31 March 2014. The financial information provided in Question 8 of the application form shows this first stand-alone year based on actual income and expenditure for the first 9 months to December 2013 and a forecast for the final 3 months of the year to 31 March 2014. Total income for the year amounts to £72,180 which has all been confirmed and, after expenditure of £69,571, a surplus of £2,609 (3.6% of turnover) is projected wholly on restricted funds.

The budget for 2014/15 shows income of £111,500 and, after expenditure of £111,071, projects a small surplus of £429, again wholly on restricted funds but this is predicated on the success of its applications to Trust for London (£50,000), and City Bridge Trust (£50,000). A grant of £1,500 from Clinks has been confirmed. This budget also includes a fundraising target of £10,000.

At this stage, CSO does not have a reserves policy and does not hold any free reserves. Given CSO's budgets for 2013/14 and 2014/15, the charity is unlikely to build free reserves in the foreseeable future.

Officer's Appraisal

Whilst progress in getting CSO established has been much slower than originally anticipated, its board and membership are firmly committed to its continued development. In a recent survey of its membership, members stressed the importance of CSO continuing to bring Somali organisations together, to share

learning, work jointly on projects and avoid duplication. The importance of providing a stronger voice for the Somali community in London cannot be over-stressed.

Given that CSO is still in an early stage of its development, and its lack of a financial track record and free reserves, it is recommended that should you approve a grant today, it be released in monthly instalments in order to minimise your risk. Vital to the success of CSO as an independent charity will be the appointment of a Director with the requisite financial skills to build on the foundations laid by the current Interim Director. It is also recommended that any grant should include the condition that a Director is appointed with the requisite financial skills.

Recommendation

£100,000 over two years (2 x £50,000) towards the salary and associated running costs of a Business Development Manager (3 days per week) and a Research Development Officer (2 days per week). The grant is conditional on a Director with the requisite financial skills being appointed and is to be paid in monthly instalments.



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)

11987

Date Received:

05/07/13

Programme
Area:

7

1. About your organisation

Name of organisation applying for grant: Council of Somali Organisations	
If the organisation is part of a larger organisation, what is its name? Host Organisation Ocean Somali Community Organisation	
Address for correspondence Concordia Community Enterprise Centre, Railway Arches, 420-421 Burdett Road, London. (CSO Will be moving to its own premises in August 2013)	
Postcode: E3 4AA Is this your home address? No	
Contact person: Mr Paul Butler	Position: Interim Director
Phone: 07710476351	Fax:
E-mail: paul@councilofsomaliorgs.com	
Website: www.councilofsomaliorgs.com	
Legal status of organisation: Limited by Guarantee 7405401	
If registered, please give charity number: Application submitted	
Year and month organisation established: 13 October 2010	

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) £100,000 over two years. Salary and associated costs, Business and Membership Development Manager 3 days and Research Development Officer 2 days to build capacity of Somali frontline organisation
How much funding is requested? Year 1: £50,000 Year 2: £50,000 Year 3: £0 Total: £100,000

3. Aims of your organisation

The relief of poverty and the improvement of the conditions of life in socially and economically disadvantaged Somali communities. To promote research into the conditions of life of Somali communities in the UK, identifying ways of providing charitable relief for them as well as publishing the results to the public. To advance public education particularly amongst policy-makers about the position of Somali communities and to improve the public perception of Somalis. To promote the development of stronger Somali communities with more active citizens, working together to integrate, meet their aspirations, prevent social exclusion and participate more fully in society. To campaign for change in policy and decisions where such change would support the charity's aims. To promote, organise and facilitate co-operation and partnership working between Somali voluntary and community organisations, other second tier organisations, statutory and other relevant bodies in the achievement of the above purposes within London and the UK.

4. Main activities of your organisation

Providing leadership and a collective voice for Somali communities. Championing the needs and views of the Somali Community Organisations across London at a strategic level. Providing a point of contact between Somali communities and local, regional and national government and other community development agencies. Partnership building, supporting collaboration between Somali voluntary and community organisations. Organisational capacity building and technical support, ensuring the co-ordination of support to front line organisations, identifying gaps and working with other second tier organisations to address them. Providing support to Somali community organisations, thereby enhancing communication within and between Somali community organisations and statutory agencies. A summary of our recent survey of CSO members in April 2013, requested the following areas of support from CSO in order to take them forward. As a result of this survey, the following priorities have now been approved by the board: 14% activities on partnership and collaboration; 14% fundraising/bid-writing/commissioning; 10% strategies for business development; 12% marketing and promotion, particularly in relation to promoting good practice; 10% advice on policy & governance issues.

5. Number of staff

Full-time	Part-time	Management committee members	Active volunteers
1	1	8	1

6. How do you support your volunteers?

Volunteers are provided with a volunteer agreement which sets out their volunteering priorities, training & development needs and how we will support them. Up to 41% of our members have between 1- 10 volunteers and they also benefit from our services.

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?
Rented	1 month notice

8. Finance

DRAFT

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

Financial year ended -

Month: March

Year: 2014

Income received from:	£
Voluntary income	72,180
Activities for generating funds	
Investment income	
Income from charitable activities	0
Other sources	0
Total Income	72,180

Expenditure:	£
Charitable activities	68,591
Governance costs	980.00
Cost of generating funds	
Other	0
Total Expenditure	69,571
(Deficit)/surplus for the year:	2,609

Asset position at year end	£
Fixed assets	
Investments	
Net current assets	2,609
Long-term liabilities	
*Total A	2,609

Reserves at year end	£
Endowment funds	
Restricted funds	2,609
Unrestricted funds	
*Total B	2,609

* 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?
0%

10. Material changes

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

11. Previous applications to the Trust

Have you applied to the Trust before? If so, please give details:						<input checked="" type="checkbox"/>
Month/Year: Oct	/ 2010	Ref: 10392	Grant received: £100,000	OR application rejected		<input type="checkbox"/>
Month/Year: -	/ -	Ref:	Grant received: £0	OR application rejected		<input type="checkbox"/>
Month/Year: -	/ -	Ref:	Grant received: £0	OR application rejected		<input type="checkbox"/>

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: 2010	Year: 2011	Year: 2012
(i) City Bridge Trust	0	50,000	31,250
(ii)	0	0	0
(iii)	0	0	0
(iv)	0	0	0
(v)	0	0	0
(vi)	0	0	0

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: 2011	Year: 2012
Trust for London	0	50,000
	0	0
	0	0
	0	0
	0	0
	0	0

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

CSO is a tenant on a short term rental agreement and as such many of the facilities and office arrangements are already in place. However, we currently have the following measures to reduce our carbon footprint - waste paper is recycled throughout the office; Ink cartridges are also recycled; We have low emission lighting throughout the office; Cycling facilities are made available to staff and customers, there is limited access to parking for staff; China plates are available for staff and visitors, this therefore restricts the need for paper plates and plastic utensils; The staff of CSO are encouraged to use public transport for travelling throughout London; where possible all our documentation is kept electronically and finally we also print double sided documents where this is possible.

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.

Need for the Project: Currently CSO has up to 70 active members in the London region, but we partner with over 100 Somali organisations in London. In the first quarter of this year we conducted a thorough review of customer needs. We also engaged our key funders and other partner organisations, London Voluntary Services Council, London Funders and Black Training & Enterprise Group. The key findings from this review has informed both the operational priorities and the structure of the organisation moving forward from April 2013, and this is reflected in our proposal which has been approved by the CSO Board. We have established that 40% of our members have between 1-5 staff, and 41% of our members have between 1-10 volunteers working within their organisations, and therefore supporting operational activities. Only 2% have at least 10 paid staff, and 5% employ between 6-10 staff. In addition, 3% are unincorporated, 65% are registered charities and a further 26% classified themselves as Limited Companies. Our members were also asked about what support they needed from CSO. The key findings are summarised as follows: 14% needed help with fundraising/bid writing/commissioning; 14% required support with facilitating partnerships and collaboration. They all stressed that it was important for CSO to continue being proactive in bringing Somali organisations together, encouraging sharing as this would increase opportunities for shared learning, joint delivery and reduce duplication of effort.

How Will the Work Be Delivered: The CSO Board has created an enhanced business development role and a new post for a research and development officer. Each of these posts have clear operational targets within the context of the overall operational plan, and is overseen by the Director. Each member of staff will have a work programme which will be monitored monthly, in addition, the Director has an operational plan for the company which will be updated for the board.

What will project achieve in 2 years: 1) Deliver up to 75 business interventions, through action planning, mentoring, and 1 to 1 support. 2) Deliver up to 15 good practice events and/or workshops for members. 3) 90 beneficiaries receive information sessions on policy issues and funding. 4) Collaborative research papers on CSO key sectors, 4 per annum. 5) 6 good practice case studies per annum.

Why is CSO the right organisation to deliver the work: CSO is the only second tier, Somali led umbrella organisation operating across London. We have a strong and active membership, and we have developed substantial evidence of the needs of the Somali communities. The organisation has been in its infancy stage and has demonstrated sufficient strategic awareness and flexibility to redefine its structure and enhance its services. Our recent survey demonstrates that the organisation has a credible presence with key stakeholders, and most importantly is able to impact positively on the community we serve.

Trust's Principles of Good Practice: CSO encourages our members to provide feedback on all of our sessions, this feedback is summarised and a report provided to the board, with appropriate actions taken to improve service delivery. We also hold planning events with our service users, for example, we have a group of young people from five organisations across London that are informing the planning and content of a programme with Prevent London on Somali Youth and the Criminal Justice System in London. We will be utilising case studies of work with young people which will enable us to facilitate targeted work. The organisation has a equality and diversity policy, and our work embraces the notion that we must value differences and promote uniqueness. Our response to diversity is captured in our values which are to ensure fairness, inclusion, transparency and opportunity in all aspects of our work. We are creating a learning culture within the organisation and this has been led from the Board. The creation of the new research and development officer role, we feel, will greatly enhance our opportunities for knowledge exchange and sharing good practice within the sector. The priorities set out in our proposal, provides demonstrable evidence of shared learning both with the Somali community and wider, as necessary outcomes from our two years funding. CSO has implemented a range of measures to reduce our carbon footprint, this includes recycling, cycling options, encouraging the use of public transport in London, restricting parking options at work.

Job descriptions : 2 attached - Business and Membership Development Manager (3 days); and Research and Development Officer (2 days).

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

We currently have the following monitoring and evaluation processes in place:

Internal Monitoring Processes - staff work programmes; monthly review meetings for all staff with director; director review meetings with chair of CSO; we also have team updates minimum of twice a month; Self assessment reports; board monitoring reports , and project managers presenting to board on key projects.

External Monitoring Processes - Project plans with clear milestones; peer reviews and external/partnership project reviews. We have Workshops and course evaluation questionnaires, and we will also continue with customer surveys and roundtable feedback with other second tier organisations, partners and members as this has proved extremely useful.

An annual evaluation of services will be conducted and a report produced, highlighting outcomes/impact against targets, areas for improvement, good practice, lessons learnt and actions/priorities moving forward.

17. Beneficiaries

In line with our anti-fraud policies, we may, in exceptional circumstances, require you to provide contact details of your beneficiaries (see Guidance Notes).

How many people will benefit from the grant per year? **120 organisations and 500 individuals**

What age group will benefit? **18 plus**

In which local authority is your organisation based?

Tower Hamlets, but it will be London Borough of Islington in August 2013

Which borough(s) of Greater London will benefit from this grant?

(if more than one, please give % for each)

Somali communities across all London boroughs

At what address will the activity be located? **Events and activities will be run in different locations across London**

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

	%		%
White - British	0	Black - Caribbean	0
White - Irish	0	Black - African	80%
White - Other (please describe)	0	Black - Other (please describe)	10%
Asian - Indian	0	Black - British	10
Asian - Pakistani	0	Chinese	0
Asian - Bangladeshi	0		
Asian - Other (please describe)	0	Other (please describe)	0
Open to everyone			0

What proportion of the beneficiaries will be disabled people?
5%

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 £
Staffing costs inc. Empl NIC and Payroll	36,000	37,000	0	75,000
Rent	12,000	12,000	0	24,000
Recruitment costs	1,000	0	0	1,000
office costs	1,500	1,500	0	3,000
Telephone and Internet	2,500	2,500	0	5,000
Stationery & Postage	1,000	1,000	0	2,000
It Equipment	1,500	0	0	1,500
Research work	5,000	5,000	0	10,000
Travel costs	1,200	1,200	0	2,400
Independent examination	1,000	1,000	0	2,000
Training	2,000	2,000	0	4,000
Newsletter, letterhead	1,000	1,000	0	2,000
Seminars, workshops and events	4,000	4,000	0	8,000
Governance/Insurance	69,700	68,200	0	137,900

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

Source	Year 1 £	Year 2 £	Year 3 £	Total £
Trust for London (Further appl 10/2013)	50,000	0	0	50,000
	0	0	0	0
	0	0	0	0
	0	0	0	0
TOTAL	50,000	0	0	50,000

What other funders are currently considering the proposal?

Funders	£
Trust for London Agreed to submit 10/13	100,000
TOTAL	100,000

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 £
Business and Membership Development Mgr	19,440	19,828	0	39,268
Research and Development Officer	12,960	13,219	0	26,179
General overheads and admin costs	17,600	16,953	0	34,553
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
TOTAL	50,000	50,000	0	100,000

20. Funding requested from the Trust (continued)

When will the funding be required? **October 2013**

Is the activity to continue beyond the period for which funding is requested?

If so, how will it be resourced? **Other grant applications being presented, to support other aspects of the overall strategy moving forward. Draft proposals and discussions with Trust for London (TFL), Lloyds Foundation, Reaching Communities. TFL has recommended that we submit in October as current grant ends in March 2014.**

If any planning or other statutory consents are required for the project to proceed, what stage have the applications reached? **Not applicable**

21. Referee

Please provide us with the contact details of a current or recent funder of your organisation who is willing to act as a referee.

Referee

Name: Helal Uddin Abbas (Grants Manager)

Organisation: Trust for London

Address:

6 Middleton Street London EC1 7PH

Tel: 02076066145

E-mail: Abbas@trustforlondon.org.uk

Declaration on behalf of applicant organisation

I, **Paul Butler** (your name)

am an authorised representative of

Council of Somali Organisations (your organisation)

within which I am **Interim Director** (your position)

To the best of my knowledge, all the information that I have provided in this application form is correct. I fully understand that the City Bridge Trust has zero tolerance towards fraud and will seek to prosecute and recover funds in every instance.

Signature



Date **4th July 2013**

How your information will be used by the Trust

City Bridge Trust (which is administered as part of the Bridge House Estates by the City of London Corporation) processes personal data in compliance with the Data Protection Act 1998. The Trust obtains and uses information, including personal data, as part of the process of assessing grant applications and monitoring the use of grants. The information you provide on the application form may be made public as part of the assessment of this application. In addition, the Trust may share this information with third parties, including other funders, its external consultants and external auditors, police and regulatory bodies for the purpose of determining, preventing or detecting crime; or ensuring that no organisation is receiving duplicate funding; or the validation of contracts; or where this is otherwise required by law.

By signing and submitting your application form you give your explicit consent for us to use data relating to your application as set out above.

Our contact details for enquiries about how we process your information are:

The City Bridge Trust, City of London, PO Box 270, Guildhall, London EC2P 2EJ. Telephone: 020 7332 3710

Concerns over fraud and corruption

Should you, at any time, have concerns of fraud and corruption within your organisation relating to the grant, then please raise your concerns with us using our Whistle Blowing facilities. You may use our Audit team's 24 hour answer phone number, 020 7332 3663, to report the details or email raiseyourconcern@cityoflondon.gov.uk

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