

# The City Bridge Trust

## Investing In Londoners: Application for a grant



### About your organisation

Name of your organisation: <b>Cranfield Trust</b>	
If your organisation is part of a larger organisation, what is its name?	
In which London Borough is your organisation based? <b>Outside London</b>	
Contact person: <b>Ms Mo Houlden</b>	Position: <b>Manager</b>
Website: <b>http://cranfieldtrust.org</b>	
Legal status of organisation: <b>Registered Charity</b>	Charity, Charitable Incorporated Company or company number: <b>800072</b>
When was your organisation established? <b>26/08/1988</b>	

### Grant Request

Under which of City Bridge Trust's programmes are you applying? <b>Strengthening London's Voluntary Sector</b>
Which of the programme outcome(s) does your application aim to achieve? <b>More organisations with improved skills in financial management</b> <b>More organisations with improved capabilities in monitoring, evaluation and impact reporting</b>
Please describe the purpose of your funding request in one sentence. <b>To support voluntary organisations in London with tailored management consultancy projects, free online HR advice via HRNet and masterclasses to build skills and sustainability.</b>
When will the funding be required? <b>30/06/2014</b>
How much funding are you requesting? Year 1: <b>£65,998</b> Year 2: <b>£61,683</b> Year 3: <b>£0</b> <b>Total: £127,601</b>

**Aims of your organisation:**

The Cranfield Trust is a leading provider of free management consultancy support and advice to frontline voluntary organisations in the social welfare field, specifically those addressing issues of poverty, disability and social exclusion. Our aim is to improve the lives of disadvantaged people and communities by ensuring the charities working with them are well managed, supported and sustainable, and that charity leaders have the skills and confidence they need to address a wide range of management issues.

**Main activities of your organisation:**

The Trust has an excellent track record of placing highly skilled volunteers from the commercial sector as consultants to support small to medium sized voluntary organisations and help them address a wide range of management issues. Last year, Trust pro bono volunteers worked on 245 consultancy projects (41% of new project starts were in Greater London) offering measurable benefits to frontline organisations that help people overcome disadvantage throughout the UK.

The Cranfield Trust also provides HRNet, an online and moderated human resources advice service for organisations with limited in-house HR expertise. HRNet works with a panel of volunteer advisors (many also active as Trust project volunteers) and enables 700 member charities to receive answers to short questions on HR issues, supported by a searchable website and a weekly email newsletter. 40% of HRNet members are currently based in London.

**Number of staff**

Full-time:	Part-time:	Management committee members:	Active volunteers:
<b>2</b>	<b>13</b>	<b>9</b>	<b>750</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>Rolling lease</b>

## Summary of grant request

The Cranfield Trust has delivered a programme of free, independent strategic support to voluntary sector organisations in London including City Bridge grant-holders thanks to funding from The City Bridge Trust for the last three years, delivered by highly skilled volunteer consultants from the commercial sector and by free advice from HRNet. As the monitoring reports show, this has been extremely effective in strengthening the voluntary organisations that have been involved. We would like to apply for a grant to continue and develop this programme of support for a further two years, to support organisations at a time when voluntary organisations are going through a period of considerable change and uncertainty.

We are experiencing high demand for our consultancy projects and advice, and would like to continue to deliver a programme of strategic support to voluntary organisations in Greater London, in order to improve all management areas including financial processes and reporting, and impact measurement and performance. It would be delivered using a combination of individually tailored management consultancy projects with charities, offering one-to-one support from the Trust's pro bono consultant volunteers on particular management and/or technical issues, a series of masterclasses on key management topics and the Trust's online resource for HR, HRNet.

The main objectives of the programme would be:

- \* To help City Bridge grant holders and voluntary organisations in Greater London supporting disadvantaged people and communities, by helping them manage change and by building capacity and resilience,
- \* To extend the skills and confidence of charity leaders and trustees,
- \* To increase the number of skilled, pro bono volunteers from the commercial sector available in the Greater London area,
- \* To contribute to wider sector knowledge on issues affecting small to medium sized voluntary organisations, in particular.

The Cranfield Trust has a 25-year track record of providing support to the voluntary sector and, in this our 25th anniversary year, are planning to increase the support we provide and the range of services we offer so that we can reach many more voluntary organisations in order to improve services for beneficiaries.

The Cranfield Trust's approach is unique in offering a highly tailored, flexible service within a strong process framework. Key elements of our consultancy service are:

- \* Offering one-to-one support by dedicated Project Managers to charity leaders in diagnosing management issues and helping them work through any issues that are causing concern,
- \* Delivering well-specified consultancy projects tailored to meet the needs of each organisation,
- \* Providing a quick response to technical HR queries,
- \* Working with high calibre volunteers with excellent management skills and providing them with meaningful and managed opportunities where they can use their skills pro bono to benefit the communities where they live and work,
- \* Providing a highly successful service at very low cost.

The project will meet the programme outcomes by working with 350 organisations a year to improve all aspects of their management including volunteer management, financial processes such as cash-flow forecasting, HR and performance measurement.

We gain both qualitative and quantitative feedback from both volunteers and our client charities to help inform the future development of the service and we are particularly

geared to supporting smaller to medium-sized organisations without the resources or experience of employing external consultants. Our Project Managers visit each charity client to discuss their needs before helping them scope a consultant's brief for one of our pro bono volunteers. We regularly share our learning with the wider sector through the publication of twice-yearly briefing reports - unlike membership organisations, we have very detailed knowledge of many organisations and publish trends and issues of concern.

If you need any planning or other statutory consents for the project to proceed, what stage have the applications reached?

Do you have a Vulnerable Adults policy? **No**

What Quality Marks does your organisation currently hold?

### **Outputs and outcomes**

What are the main activities or outputs you want to deliver? Please include no more than 5. By activities or outputs we mean the services, products or facilities you plan to deliver. If you plan to deliver work over more than one year you should include activities over the full grant period requested. Try to be specific.

**40 voluntary organisations in London including City Bridge grant-holders to receive highly tailored consultancy support in management, finance, HR, impact and ICT per year. This would include a diagnostic healthcheck, a thorough review of all management systems and support throughout the project by dedicated Project Managers.**

**At least 250 Greater London charities to receive free HR support from their membership of HRNet, including the ability to have individual employment questions answered by a panel of skilled HR practitioners, a weekly newsletter covering latest employment legislation and good practice, and a searchable knowledge database.**

**50 charity leaders and trustees will receive high quality masterclasses delivered by leading business thinkers and academics where they will have the opportunity to work on specific plans connected with the management of their organisations including business plans, financial processes, marketing strategies, for example.**

**180 highly-skilled volunteer consultants from the commercial sector will be supported by the Cranfield Trust staff team and receive regular opportunities for volunteering in a variety of different ways, as well as regular training/briefing and networking opportunities to increase their knowledge and engagement. 50 new volunteers will be recruited.**

What main differences or outcomes do you hope the activities you have described above will achieve? Please include no more than 5. By differences or outcomes we mean the changes, benefits, learning or other effects that result from the work your project would deliver. These might be for individuals, families, communities or the environment.

**As a result of the Trust's support, leaders of voluntary organisations in London will have increased confidence in their management skills and voluntary organisations will show improvements in their key KPIs.**

**London organisations who are members of HRNet will show increased confidence in HR and employment issues and will have increased knowledge about HR and employment legislation.**

**Charity leaders and trustees will have worked on practical plans and strategies in the masterclasses that they will be able to implement in the future.**

**Volunteers from the commercial sector will have made a contribution in the communities where they live and work, and will have received a rewarding volunteering experience, with increased knowledge and understanding of the issues facing disadvantaged people on their doorstep.**

Do you plan to continue the activity beyond the period for which you are requesting funding? If so, how do you intend to sustain it? If not, what is your exit strategy?

**We plan to continue both our HRNet service and free management consultancy. The Trust is currently diversifying its funding base and work has successfully started on accessing new charitable and statutory funding with partnerships for the Trust to provide funder plus support with grant-makers and with fundraising from high-net worth individuals.**

## Who will benefit?

### About your beneficiaries

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

**20,000**

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

**London-wide (100%)**

What age group(s) will benefit?

**All ages**

What gender will beneficiaries be?

**All**

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

**A range of ethnic groups**

If Other ethnic group, please give details:

What proportion of the beneficiaries will be disabled people?

**11-20%**

## Funding required for the project

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

Expenditure heading	Year 1	Year 2	Year 3	Total
HRNet Manager and Administrator (part-time)	22,824	23,964	0	46,788
HRNet server//IT support	3,200	3,360	0	6,560
HRNet subscriptions and resources	2,463	2,555	0	5,018
HRNet office costs	8,500	8,755	0	17,255
London Project Manager for 3 days	32,400	33,375	0	65,775
HRNet platform development	13,500	0	0	13,500
Volunteer briefing and networking event	2,000	2,000	0	4,000
Masterclasses for London charities - 2 per year	4,000	4,000	0	8,000
Management costs @ 12.5%	11,111	9,751	0	20,862

<b>TOTAL:</b>	<b>99,998</b>	<b>87,760</b>	<b>0</b>	<b>187,758</b>
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**What income has already been raised?**

Source	Year 1	Year 2	Year 3	Total
Salesforce Foundation pro bono support	0	0	0	0
	0	0	0	0

<b>TOTAL:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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**What other funders are currently considering the proposal?**

Source	Year 1	Year 2	Year 3	Total
The Beatrice Laing Foundation	10,000	10,000	0	0
	0	0	0	0

<b>TOTAL:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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**How much is requested from the Trust?**

Expenditure heading	Year 1	Year 2	Year 3	Total
HRNet Manager and Administrator @ 40%	9,129	9,586	0	18,715
HRNet server//IT support @ 40%	1,280	1,344	0	2,624
HRNet subscriptions and resources @ 40%	985	1,022	0	2,007
HRNet office costs @ 40%	3,400	3,502	0	6,902
London Project Manager for 3 days	32,400	33,375	0	65,775
HRNet platform development @ 40%	5,400	0	0	5,400
Volunteer briefing and networking event	2,000	2,000	0	4,000
Masterclasses for London charities - 2 per year	4,000	4,000	0	8,000
Management costs @ 12.5%	7,324	6,854	0	14,178

<b>TOTAL:</b>	<b>65,918</b>	<b>61,683</b>	<b>0</b>	<b>141,779</b>
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## Finance details

Please complete using your most recent audited or independently examined accounts.

Financial year ended:	Month: September	Year: 2013
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Income received from:	£
Voluntary income	343,876
Activities for generating funds	458
Investment income	2,631
Income from charitable activities	0
Other sources	0
<b>Total Income:</b>	<b>346,965</b>

Expenditure:	£
Charitable activities	310,591
Governance costs	2,935
Cost of generating funds	45,074
Other	34,000
<b>Total Expenditure:</b>	<b>392,600</b>
<b>Net (deficit)/surplus:</b>	<b>(45,635)</b>
<b>Other Recognised Gains/(Losses):</b>	<b>0</b>
<b>Net Movement in Funds:</b>	<b>(45,635)</b>

Asset position at year end	£
Fixed assets	1,572
Investments	305,307
Net current assets	225,209
Long-term liabilities	0
<b>*Total Assets (A):</b>	<b>225,209</b>

Reserves at year end	£
Endowment funds	31,000
Restricted funds	7,500
Unrestricted funds	186,709
<b>*Total Reserves (B):</b>	<b>225,209</b>

\* Please note that total Assets (A) and Total Reserves (B) should be the same.

### Statutory funding

For your most recent financial year, what % of your income was from statutory sources? 0%
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### Organisational changes

Describe any significant changes to your structure, financial position or core activities since the date of your most recent accounts: No significant changes
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### Previous funding received

Please list the funding received by your organisation from the following statutory sources during the last THREE years.

	2012 £	2013 £	2014 £
City of London (except City Bridge Trust)	0	0	0
London Local Authorities	0	0	0
London Councils	0	0	0
Health Authorities	0	0	0
Central Government departments	0	0	0
Other statutory bodies	0	27,300	10,700

### Previous grants received

Please list the grants received by your organisation from charitable trusts and foundations (other than City Bridge Trust) during the last THREE years. List source, years and annual amounts. Please include the 5 largest only.

Name of Funder	2012 £	2013 £	2014 £
Esmee Fairbairn Foundation	0	59,600	0
Dulverton Trust	35,000	35,000	35,000
Lloyds TSB	25,000	25,000	25,000
Pears Foundation	30,000	30,000	15,000
John Ellerman	0	0	34,000

### 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: **Mo Houlden**

Role within                      **Head of Development**  
Organisation: