The City Bridge Trust

Investing In Londoners: Application for a grant

About your organisation

Name of your organisation: **Community Links Bromley**	
If your organisation is part of a larger organisation, what is its name? **NO**	
In which London Borough is your organisation based? **Bromley**	
Contact person: **Ms Alison Navarro**	Position: **Head of Community Investment**
Website: **http://http://www.communitylinksbromley.org.uk/**	
Legal status of organisation: **Registered Charity**	Charity, Charitable Incorporated Company or company number:**1045255**
When was your organisation established? **30/07/1965**	

Grant Request

Under which of City Bridge Trust's programmes are you applying? **Strengthening London's Voluntary Sector**
Which of the programme outcome(s) does your application aim to achieve? **More organisations with improved capabilities in monitoring, evaluation and impact reporting**
Please describe the purpose of your funding request in one sentence. **To support Voluntary Community and Social Enterprise organisations to develop an impact framework that embeds 'diversity' in all strategic/operational aspects of their work.**
When will the funding be required? **01/04/2016**
How much funding are you requesting? Year 1: **£35,255** Year 2: **£31,514** Year 3: **£0** Total: **£66,769**

Aims of your organisation:

CLB's mission is to "support, promote and facilitate the development of a strong, diverse, confident and effective voluntary and community sector in the Borough of Bromley, in ways which will enable the sector to improve the quality of life for people and their communities."

CLB is a membership organisation with over 250 members and our work focuses on: volunteering; capacity building; community development; and voice/representation.

CLB has 4 strategic aims:
1. To ensure CLB continues to be a strong influential leader and voice of the Third sector in Bromley.
2. To strengthen our capacity building support, advice and training to members, diversifying service development to ensure that members see our services as excellent.
3. To build and strengthen the Volunteer Centre in the same vein and to increase the quality of volunteering opportunities available to local residents.
4. To ensure CLB's long term sustainability in order to protect the independence and interests of the Third sector in Bromley

Main activities of your organisation:

CLB delivers the following core activities:

Capacity development service - providing individuals, communities, new groups and existing organisations with: one-to-one support; policy briefings; training; workshops; and conferences. The topics covered include: governance; funding; managing premises; financial management; commissioning; and monitoring and evaluation.

A Volunteer Centre - volunteer brokerage; marketing volunteering opportunities; and supporting organisations with good practice advice and guidance.

Voice/representation - undertaking sector specific research; providing a voice on behalf of the VCSE in the areas of: health and social care, the economy; employment; and crime and community safety at the local level

Community Development: At the community level, CLB has worked on a number of projects across Bromley. This includes a Big Local project in Mottingham (as the Local Trusted Organisation with accountability for a £1m fund). CLB has also worked with a local housing provider, Affinity Sutton, on a Community Champions programme in Penge.

Number of staff

Full-time:	Part-time:	Management committee members:	Active volunteers:
4	2	6	13

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	10 years

Summary of grant request

The project will support Voluntary Community and Social Enterprise organisations to develop an impact framework that embeds 'diversity' in all strategic and operational aspects of their work. The project has been developed in response to two key issues. Firstly, it has been acknowledged that local VCSE organisations generally need to demonstrate the impact that they are making and in doing so be able to use a range of monitoring and evaluation tools. Secondly, in Bromley there has been an increase the number of organisations who are seeking support in developing and delivering services to the range of diverse (this term is used to describe those people/groups identified in the Equality Act 2010) community members as clients, volunteers, trustees and staff. This project will embed these skills and knowledge as an integral part of their work.

The project will work with 18 organisations, targeting smaller, less well-resourced projects to strengthen governance, management, fundraising and impact measurement in order to improve service delivery and engagement with diverse communities. Each organisation will establish a 'Diversity and Impact Group' consisting of trustees/service manager/volunteers and service users.

Each organisation will develop a working plan that includes:
- using the Theory of Change to explore: impact assessment; monitoring and evaluation tools; assessing impact of services/activities on diverse communities
- setting a baseline by analysing the diversity of involvement in terms of staff, volunteer, trustee engagement and clients. This will be set against data relating to the diversity of the population in the catchment area for the organisation
- developing realistic, measurable and time-defined targets for each aspect of their organisation - both in terms of internal operations and external delivery, including examining their current engagement practice and identifying key actions leading to improvements and positive impacts.
- updating/developing policies and procedures

The framework developments will be backed up with:
- equality/diversity training for each organisation's 'Diversity and Impact Group', staff teams, volunteers and the Trustee Board
- training on digital approaches to impact measurement and monitoring and evaluation tools
- participation in a digital network where there will be an exchange of skills, expertise and resources and, in particular, enabling learning from the project to cascade to other organisations who will be encouraged to join the network.
- a toolkit on monitoring, evaluation and impact assessment approaches, tools and techniques that are capable of exploring the impact on diverse communities

Finally, organisations will be expected to support the evaluation of the project to enable CLB to assess the quality and impact of its work as part of a cycle of continuous improvement.

CLB has a good reputation and credibility with our member organisations. Having established close and trusting working relationships with many of them, we are well placed to undertake this work because we are aware of the opportunities and the challenges that local organisations are facing. Existing networks are in place to ensure the impact of this work will extend beyond the life of the grant. We have expertise around equality and diversity, impact analysis and brokerage to ensure that we deliver a high quality project, including partnership working with Impact Aloud to support the digital elements of the work. We have recently up-skilled CLB by delivering an Impact Readiness programme.

CLB believes that it can track the benefits of the project because its methodology is an intense, one-to-one relationship with a small number of smaller, less resourced organisations. The learning from the project will be disseminated through the digital network and through the 18 organisations who will have worked intensively with the project feeding back to their peers in a range of settings.

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? **Yes**

What Quality Marks does your organisation currently hold?

NAVCA Quality Award, Volunteer Centre Quality Accreditation

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.

Deliver a programme of learning on impact assessment using a Theory of Change framework: including monitoring and evaluation tools and assessing impact of services/activities on diverse communities, including digital approaches to a minimum of 2 people from each of the 18 organisations = 36 people

Undertake capacity development work with the 18 organisations including: setting a diversity baseline of service reach and internal operations; analysing engagement practice and agreeing realistic and measurable targets. Then deliver 6 capacity building development sessions to each organisation and 6 collective sessions to enable actions to be delivered and reviewed

Produce a toolkit on monitoring, evaluation and impact assessment approaches, tools and techniques that are capable of exploring the impact on diverse communities, building on existing documentation and good practice where appropriate and relevant, including visits to other organisations and dissemination of the work through a project conference

Delivering equality and diversity action learning to each organisation's 'Diversity and Impact Group', staff teams and volunteers and Trustee Board. This equates to x 4 half day sessions per organisation (with a maximum of 12 on each programme)

Working with impact aloud, develop one digital network for the exchange of skills, expertise and resources and the learning from the project. It is expected in the first instance that 2 members from each of the 18 groups will be founding members - 36 and this will increase incrementally

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.

VCSE organisations will be more sustainable e.g. securing more funding; working in partnership with others; sharing good practice; having an evidence base for their work through needs assessment and monitoring and evaluation and impact assessment

VCSE organisations will display good equalities practice and be fit for purpose and more robust in engaging diverse communities, including staff, volunteers, trustees and service users

People, from diverse communities, will receive access to services that understand and respond to their needs

VCSE organisations will have digital/ICT approaches to monitoring, evaluation and measuring impact to enable them to improve their efficiency

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?

The funding provided for the project will enable the approach to be embedded and the tools/mechanisms to be fully developed. This can then be delivered as a core part of the work of CLB and this will be backed up by 'advocates' from within the sector who through the CBT funding will have supported the development of the approach

Who will benefit?

About your beneficiaries

How many people will benefit directly from the grant per year?
250

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

Bromley (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
staffing & overheads including recruitment and project management	32,455	22,974	0	5,542,900
printing and graphics and publicity	600	2,000	0	2,600
Specialist ICT trainers	0	2,000	0	2,000
travel costs	500	500	0	1,000
training venue and refreshments	1,700	4,040	0	5,740
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
TOTAL:	**35,255**	**31,514**	**0**	**66,769**

What income has already been raised?

Source	Year 1	Year 2	Year 3	Total
	0	0	0	0
TOTAL:	**0**	**0**	**0**	**0**

What other funders are currently considering the proposal?

Source	Year 1	Year 2	Year 3	Total
	0	0	0	0
TOTAL:	**0**	**0**	**0**	**0**

How much is requested from the Trust?

Expenditure heading	Year 1	Year 2	Year 3	Total
staffing and overheads including recruitment and project management	32,455	22,974	0	55,429
printing, graphic and publicity	600	2,000	0	2,600
specialist ICT trainers	0	2,000	0	2,000
travel/visit costs	500	500	0	1,000
training venues and refreshments	1,700	4,040	0	5,740
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
TOTAL:	**35,255**	**31,514**	**0**	**66,769**

Finance details

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

Financial year ended:	Month: **March**	Year: **2015**

Income received from:	£
Voluntary income	0
Activities for generating funds	5,188
Investment income	671
Income from charitable activities	484,123
Other sources	0
Total Income:	**489,982**

Expenditure:	£
Charitable activities	519,587
Governance costs	12,300
Cost of generating funds	0
Other	0
Total Expenditure:	**531,887**
Net (deficit)/surplus:	**-41,905**
Other Recognised Gains/(Losses):	**0**
Net Movement in Funds:	**0**

Asset position at year end	£
Fixed assets	5,460
Investments	0
Net current assets	148,468
Long-term liabilities	0
*Total Assets (A):	**153,928**

Reserves at year end	£
Restricted funds	36,413
Endowment Funds	0
Unrestricted funds	117,515
*Total Reserves (B):	**153,928**

* 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?
51-60%

Organisational changes

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

None.

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	178,985	347,586	609,548
London Councils	0	0	0
Health Authorities	32,087	156,728	30,000
Central Government departments	0	0	0
Other statutory bodies	0	0	0

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 £
Big Lottery	2,760	33,250	0
Heritage Lottery	0	0	24,100
LVSC	0	0	16,000
	0	0	0
	0	0	0

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: **Alison Navarro**

Role within
Organisation: **Head of Community Investment**