

# The City Bridge Trust

## Investing In Londoners: Application for a grant



### About your organisation

Name of your organisation: <b>PAC-UK</b>	
If your organisation is part of a larger organisation, what is its name?	
In which London Borough is your organisation based? <b>Camden</b>	
Contact person: <b>Ms Kate Newton</b>	Position: <b>Head of Fundraising</b>
Website: <b>http://www.pac-uk.org</b>	
Legal status of organisation: <b>Registered Charity</b>	Charity, Charitable Incorporated Company or company number: <b>294998</b>
When was your organisation established? <b>18/06/2014</b>	

### Grant Request

Under which of City Bridge Trust's programmes are you applying? <b>Improving Londoners' Mental Health</b>
Which of the programme outcome(s) does your application aim to achieve? <b>More children and young people receiving specialist help, resulting in improved mental health</b>
Please describe the purpose of your funding request in one sentence. <b>Strengthening the management of our counselling and therapeutic services in London to improve the mental health of more adopted/permanently placed children and young people</b>
When will the funding be required? <b>01/01/2017</b>
How much funding are you requesting? Year 1: <b>£60,858</b> Year 2: <b>£61,771</b> Year 3: <b>£0</b>  <b>Total: £122,629</b>

**Aims of your organisation:**

PAC-UK exists to improve the lives of families and individuals affected by adoption and other forms of permanent care by providing support, counselling and therapeutic help. In addition we aim to increase the awareness and knowledge of professionals and the general public about these issues.

**Main activities of your organisation:**

To achieve our objectives, we offer the following key services:

1. An Advice Line staffed by qualified and experienced PAC-UK counsellors who can provide advice and information on all aspects of adoption and other forms of permanent care
2. An Adult Counselling Service accessible to adopted/permanently placed people, adopters/permanent carers and prospective adopters; birth family members; professionals
3. A Child & Family Service offering support, counselling and intensive therapy to adoptive families or those with a permanently placed child, including special guardians and kinship carers
4. An Education Service working with children, parents and schools to improve the educational experience and outcomes of adopted/permanently-placed children
5. A First Family Service for birth parents and birth relatives providing a range of advice, counselling and groups for birth family members
6. A Training Service offering a comprehensive training programme focussing on adoption and permanent-placement specific topics, delivered to adoptive parents and the professionals who work in adoption.

**Number of staff**

Full-time:	Part-time:	Management committee members:	Active volunteers:
<b>17</b>	<b>35</b>	<b>7</b>	<b>10</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>Owned</b>	

## Summary of grant request

### Need :

Adoption can be a difficult journey for all those involved: the children who have suffered multiple trauma prior to their placement; the new families faced with their children's exceptional needs; young people adopted as children still suffering the emotional effects of their early experiences.

Having worked in this specialist field since 1986 we know that those in need have struggled to receive help, mainly due to lack of financial support. The government has recently firmly acknowledged that adoption support is essential in ensuring the best outcome for the adopted child. In May 2015 more finance was introduced via the Adoption Support Fund, resulting in a burgeoning demand for therapeutic support from needy adoptive families, many close to breakdown. PAC-UK has already seen a surge in interest:

- In our London base we now have 42 children in intensive family therapy and 10 families waiting; previously we have done this work with around 20 families a year. (90% of families live in London).
- Our London Advice Line handled 1929 calls in 2015/16 (55% from within London) and 3707 counselling appointments took place, representing a 10% increase.
- In 2016 the Adoption Support Fund was extended to young adopted/permanently placed people aged 18 to 21 (25 with a statement of educational need) and we expect rapid growth in young adult clients. This group has historically fallen into a gap in state-provided services, with a disruptive transition from CAMHS to Adult Mental Health services at age 18. PAC-UK works with these young people in either our Child or Adult Service, depending on whether they attend with their families or not.

### Why PAC-UK is the right organisation:

PAC-UK was formed in 2014 from an amicable merger between PAC (London) and After Adoption Yorkshire (Leeds), becoming the country's largest specialist independent adoption support agency. We have taken best practice from each organisation to build a model of service delivery which is both innovative and scalable. With a stronger, national profile, and an 'Outstanding' rating from Ofsted, we believe we are the right organisation to take on this growth.

### Project:

PAC-UK's overall management structure has not changed since before the merger; yet in that time we have doubled our annual turnover. Our capacity is currently stretched to the limit and in order to expand without compromising the high quality of our specialist services we urgently need to create extra management capacity.

Specifically we wish to incorporate into our structure both in London and Leeds a 'Practice Manager' for each of our key services. We would like the City Bridge Trust to contribute to the cost of two new 'Practice Manager' posts in London: within our Child & Family Service and Adult Service respectively.

The Practice Managers will be responsible for the daily running of each service, and supervision of the rapidly expanding therapeutic/counselling teams. The regular supervision and appraisal of the staff we are recruiting is essential to retain quality of service. Creating this extra layer of management will also free up time for the Heads of Service to concentrate on strategic development and innovation.

### Meeting Trust's programme outcomes:

By strengthening our structure we will be able to give specialist help to more children and young people, leading to improvements in their mental health.

### Principles of Good Practice:

- Service user comments are collected via robust evaluation systems and incorporated into working practices if appropriate.
- All staff receive regular training in equality and diversity.
- A volunteer coordinator supports and makes best use of volunteers.
- Carbon footprint controlled through energy-saving measures, careful control of consumable items and use of recycled items.

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?

**eQuality (Equal Opportunities and Diversity)**

### **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.

**Increase the number of children, young people and their families helped via our Child & Family and Adult Services by 15% over two years. Supporting the adults around the child to learn therapeutic parenting techniques can be as helpful as direct intervention with the child.**

**Increase the number of kinship carers and special guardians helped by 35% over two years. These types of permanent placements other than adoption are rising. These families need intense support to help them deal with issues of trauma, loss and abuse to avoid placement disruption.**

**Offer advice and therapy to at least 30 more vulnerable adopted young people aged 18-24. As survivors of neglect and abuse, these children's journey into adulthood can be challenging and distressing as they continue to struggle with their early trauma.**

**Develop, train and maintain a specialist team of around 50 counsellors and therapists to work both in our London therapy suite and using a new innovative approach of working inside adopters'/carers' homes.**

**Increase the size of both Child & Family and Adult teams by 2.5 full-time-equivalent therapists per team in order to cope with higher demand.**

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.

**Of the 500+ adopted/permanent care children, young people and their families supported by PAC-UK over 2 years, more than three quarters will have increased the level of understanding of their issues and will experience improved mental health.**

**More than three quarters of the kinship carers and special guardianship families supported by PAC-UK will be better able to manage their situation and report an improvement in their wellbeing.**

**Three quarters of the additional young adopted people aged 18 to 24 accessing PAC-UK's specialist services will better understand their issues and experience improved self esteem.**

**PAC-UK's growing therapeutic team will manage better the demands and emotional impact this intense work has on them; they will have stronger resilience, and opportunities through training and experience to develop innovative and effective techniques.**

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?

**Yes. Creation of extra capacity at practice manager level will promote the effectiveness of the counselling and therapeutic teams, and allow Heads of Service to concentrate on service growth and development. This will result in an increase in fee-paying work and reduced reliance on grant funding.**

## Who will benefit?

### About your beneficiaries

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

**280**

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

**London-wide (100%)**

What age group(s) will benefit?

**0-15**

**16-24**

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?

**91-100%**

## Funding required for the project

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

Expenditure heading	Year 1	Year 2	Year 3	Total
2 full-time Practice Manager salaries	75,400	76,531	0	151,931
Employer National Insurance contributions	7,750	7,866	0	15,616
Employer pension contributions	3,790	3,847	0	7,637
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0

<b>TOTAL:</b>	<b>86,940</b>	<b>88,244</b>	<b>0</b>	<b>175,184</b>
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### What income has already been raised?

Source	Year 1	Year 2	Year 3	Total
PAC-UK (3 days/week Practice Manager)	26,082	26,473	0	52,555
	0	0	0	0
	0	0	0	0
	0	0	0	0

<b>TOTAL:</b>	<b>26,082</b>	<b>26,473</b>	<b>0</b>	<b>52,555</b>
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### What other funders are currently considering the proposal?

Source	Year 1	Year 2	Year 3	Total
	0	0	0	0
	0	0	0	0
	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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### How much is requested from the Trust?

Expenditure heading	Year 1	Year 2	Year 3	Total
7 days per week Practice Manager salaries	52,780	53,572	0	106,352
Employer NI contributions	5,425	5,506	0	10,931
Employer pension contributions	2,653	2,693	0	5,346
	0	0	0	0

<b>TOTAL:</b>	<b>60,858</b>	<b>61,771</b>	<b>0</b>	<b>122,629</b>
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## Finance details

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

Financial year ended:	Month: <b>March</b>	Year: <b>2015</b>
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Income received from:	£
Voluntary income	247,350
Activities for generating funds	24,669
Investment income	33
Income from charitable activities	1,152,491
Other sources	88,580
<b>Total Income:</b>	<b>1,513,123</b>

Expenditure:	£
Charitable activities	1,413,278
Governance costs	76,092
Cost of generating funds	3,469
Other	0
<b>Total Expenditure:</b>	<b>1,492,839</b>
<b>Net (deficit)/surplus:</b>	<b>20,284</b>
<b>Other Recognised Gains/(Losses):</b>	<b>0</b>
<b>Net Movement in Funds:</b>	<b>20,284</b>

Asset position at year end	£
Fixed assets	973,799
Investments	0
Net current assets	145,558
Long-term liabilities	406,749
<b>*Total Assets (A):</b>	<b>712,608</b>

Reserves at year end	£
Restricted funds	10,175
Endowment Funds	0
Unrestricted funds	702,433
<b>*Total Reserves (B):</b>	<b>712,608</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?  
71-80%

### 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	237,666	336,957	320,043
London Councils	0	0	0
Health Authorities	0	0	0
Central Government departments	0	0	219,700
Other statutory bodies	99,686	624,943	583,011

### 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 £
The Big Lottery	90,609	90,525	92,547
Dulverton Trust	0	30,000	0
Henry Smith Charity	39,000	15,750	0
John Ellerman Foundation	0	0	50,000
Tudor Trust	36,000	0	20,000

### 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: **Kate Newton**

Role within                      **Head of Fundraising**  
Organisation: