

The City Bridge Trust

Investing In Londoners: Application for a grant



About your organisation

Name of your organisation: Community Southwark	
If your organisation is part of a larger organisation, what is its name?	
In which London Borough is your organisation based? Southwark	
Contact person: Mr Graham Collins	Position: Head of Sustainability & Development
Website: http://www.communitysouthwark.org	
Legal status of organisation: Registered Charity	Charity, Charitable Incorporated Company or company number: 1105835
When was your organisation established? 01/04/2008	

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 organisations to develop and implement robust impact and evaluation processes, enabling them to methodically measure their outcomes and articulate their impact.		
When will the funding be required? 01/09/2017		
How much funding are you requesting?		
Year 1: £49,975	Year 2: £49,975	Year 3: £0
Total: £99,950		

Aims of your organisation:

In April 2016, we published our Strategic Plan for 2016 - 2019.

At the core of this ambition lies social action. To us it means supporting and enabling others take steps to change the things in Southwark and to introduce new ideas and ways of working that benefits everyone.

In three years we want to have made a measurable improvement in the capacity and capabilities of organisations and individuals to deliver the best outcomes in their communities.

Over three years we want the process of volunteering, getting involved in community setting or influencing decision makers to become easier, more accessible and valued.

Within three years we want to see significant changes in how we work together (across and between sectors) in a way that is supportive, non-competitive and focused on outcomes; not budgets.

Within three years we will have forged new relationships with business, academia and other sectors to create new ways of supporting communities to grow and thrive.

Main activities of your organisation:

To enhance the capacity and capabilities of organisations and individuals, to deliver the best outcomes for their community by increasing confidence, skills and capabilities of voluntary and community organisations in relation to all aspects of organisational management.

To enhance community involvement, participation and influence by increasing the influence that people have in developing their communities and increasing the influence that voluntary and community organisations have in decision making and service delivery.

To enhance collaboration, joint working and co-operation across all our stakeholders by increasing effective dialogue and partnerships between all sectors and fostering effective collaborative action.

To improve long term community investment by increasing corporate/SME investment of time and resources in the local community; enabling VCOs to utilise diverse financing models; and increasing social impact arising from community investment.

To increase the capacity and capabilities of Community Southwark by ensuring that the appropriate people, resources and systems are in place to support the internal and external demands of Community Southwark.

Number of staff

Full-time:	Part-time:	Management committee members:	Active volunteers:
20	6	6	31

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	It is an annual rolling lease

Summary of grant request

Since July 2014 Community Southwark has been successfully running the CBT funded project supporting voluntary and community organisations (VCOs) to improve their capabilities in monitoring, evaluation and impact reporting.

The project has had a positive impact in improving the capacity and capabilities of the groups supported, resulting in them to better identify and articulate their outcomes for the local community. However, although we have been working hard to support the groups, there is still a long way to go - impact evaluation can be very technical. Our approach is to build capacities and capabilities within the organisation, so they can self-manage their impact assessment, ensuring the sustainability of the project however; initially this requires short-term intensive support.

In an ongoing climate of austerity, it remains crucial that VCOs continually demonstrate the value of their work. There are 913 registered charities in Southwark and 539 in Waltham Forest. The unregistered voluntary and community sector is also huge. According to a study we carried out in 2015, there could be as many as 4,468 'below-the-radar' VCOs in Southwark, but this is very much an estimate. We found, however, that fewer than half of Southwark VCOs are making the most of impact measurement to improve services. Our study shows that a lack of capacity or ability is more of a barrier than lack of will. This is reflected in the fact that 22% of smaller organisations feel that they 'do not know where to start'.

This has also been reflected in the current CBT funded project, as it has a high demand. 68 VCOs received support and improved their evaluation systems and this number continues to grow as more organisations are seeking support. The impact evaluation generic training sessions, which were first planned as quarterly, became monthly due to high demand; reaching a total of 218 participants within two years. All of our workshops are fully booked and usually have a waiting list of about 5 people for each.

Our key focus for this project is Southwark, although we will be also delivering services in Waltham Forest. We will be supporting VCOs through: 1:1 intensive support, training sessions on different topics related to impact evaluation, and knowledge sharing events focused on lessons learnt.

Doing this will achieve the following by September 2019:

- increase awareness amongst VCOs of the urgency, possibility and benefits of using M&E for learning;
- improve organisational skills in strategically planning for, monitoring, communicating, comparing, assessing and improving their impact;
- stimulate more organisations to share new knowledge about best practice and evidence of 'what works' among each other;
- enable organisations to provide themselves, beneficiaries, funders and commissioners with much more robust information about the outcomes and value of their services.

Throughout the implementation of the project, we will meet the Trust's 'Principles of Good Practice':

- We measure our impact including the improved outcomes that the groups we support have;
- Our services are shaped based on the feedback of our members and beneficiaries. We are constantly evaluating individual services, as well as running an annual survey to get the wider picture of how to improve our services;
- Our services are tailored to address the need of the different organisations. We accommodate the needs for small organisations to make sure they can make the most of our support. Last financial year, 73% of groups supported were small organisations (<£100k/year);
- Sharing our learning with the sector is a key priority. We share through website, forum and network events. Community Southwark facilitated Provider Led Groups - a safe space for groups to share and discuss ideas.

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?

- 1. We hold an Investor in People Standard Award (initially awarded in October 2013 and re-awarded in November 2016)**
- 2. We hold the PQASSO Level 1 Quality Mark from the Charities Evaluation Service (awarded in February 2015 and valid for three years). PQASSO assesses the effectiveness and ability of an organisation to operate in a robustly governed, well-managed and sustainable manner.**
- 3. We hold the national quality mark for Councils for Voluntary Service from the National Association for Voluntary and Community Action (NAVCA). The NAVCA Quality Award is an externally audited evaluation of the services offered to VCOs, assessed against the NAVCA Performance Standards. The standard covers governance and leadership; strategy; income; people and skills; and, internal systems and infrastructure. This was awarded in March 2015 and is valid for three years.**
- 4. We were also awarded in November 2015 the Volunteer Centre Quality Accreditation (VCQA) from NCVO (Volunteering England). The Standard covers the five core functions of a Volunteer Centre's work: strategic development of volunteering, good practice development, developing volunteering opportunities, voice of volunteering, and brokerage.**

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.

Training sessions: 24 training and awareness sessions (9 organisations attending each) will be held over the two years. Online resources e.g. fact-sheets and toolkits, will also be developed and signposted to, enabling participants to access practical information and examples of best practice.

Intensive 1:1 support: A cohort of 60 VCOs over the two years - of different sizes and sub-sectors - will receive intensive 1:1 support. We will introduce them to a range of impact measurement tools and methodologies and work with them to develop and implement comprehensive outcome frameworks.

Knowledge sharing events: 4 events - 20 organisations attending each event - will be facilitated by Community Southwark stimulating groups to share lessons learnt and innovative solutions for measuring impact. A booklet outlining their experiences and benefits of developing an outcomes approach will be created and shared.

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.

By September 2019, 80% (173 out of 216) VCOs will have increased their awareness, knowledge and confidence about defining and assessing the impact of their products and services and understand the value of developing and implementing an organisational outcomes approach.

By September 2019, 60 voluntary and community organisations will have a comprehensive 'outcomes map' detailing outputs, outcomes, and measurement methods, enabling them to outline the desired and potential impact of their products and services in a logical and robust manner.

By September 2019, 60% (36) VCOs (the same cohort as Outcome 2) will have the skills, tools and methodologies to collate, assess and report on outcomes, enabling them to provide evidence based outcomes data to their trustees and beneficiaries, funders and commissioners, and logically inform future organisational strategy and work-plans.

The shared learning about 'what works' in developing and implementing an outcomes framework will enable organisations to identify the most appropriate approach for them. Four 'lessons learnt' booklets will be produced based on four events for 20 VCOs each and shared to a wider audience through our communication channels.

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 are developing a consultancy offer to provide an impact assessment service and the writing of annual reports. Income generated through this will enable us to continue to support organisations with little income with their outcomes frameworks for free.

Who will benefit?

About your beneficiaries

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

216

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

Southwark (80%)

Waltham Forest (20%)

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
Staff Costs	34,979	34,979	0	69,958
Management costs	11,367	11,367	0	22,734
Indirect Costs	5,928	5,486	0	11,414
Direct Costs	3,629	3,629	0	7,258
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0

TOTAL:	55,903	55,461	0	111,364
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What income has already been raised?

Source	Year 1	Year 2	Year 3	Total
Community Southwark contribution	5,928	5,486	0	11,414
	0	0	0	0
	0	0	0	0
	0	0	0	0

TOTAL:	5,928	5,486	0	11,414
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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

TOTAL:	0	0	0	0
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How much is requested from the Trust?

Expenditure heading	Year 1	Year 2	Year 3	Total
Staff costs	34,979	34,979	0	69,958
Management costs	11,367	11,367	0	22,734
Direct costs	3,629	3,629	0	7,258
	0	0	0	0

TOTAL:	49,975	49,975	0	99,950
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Finance details

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

Financial year ended:	Month: March	Year: 2016
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Income received from:	£
Voluntary income	93,231
Activities for generating funds	0
Investment income	1,014
Income from charitable activities	1,208,725
Other sources	0
Total Income:	1,302,970

Expenditure:	£
Charitable activities	1,249,773
Governance costs	10,264
Cost of generating funds	0
Other	129,047
Total Expenditure:	1,389,084
Net (deficit)/surplus:	-86,114
Other Recognised Gains/(Losses):	0
Net Movement in Funds:	79,500

Asset position at year end	£
Fixed assets	0
Investments	0
Net current assets	552,628
Long-term liabilities	189,244
*Total Assets (A):	363,384

Reserves at year end	£
Restricted funds	21,295
Endowment Funds	0
Unrestricted funds	342,089
*Total Reserves (B):	363,384

* 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?
81-90%

Organisational changes

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

In April 2016 we changed our name to Community Southwark. This was due to Community Action Southwark - as we were called from April 2008 - merging with the Volunteer Centre, Southwark in May 2015. This reflects our new focus on delivering a 'wrap-a-round' service that provides both organisational development support and help to build communities that are more connected, better resourced and more active.

Previous funding received

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

	Year 3 £	Year 2 £	Most recent £
City of London (except City Bridge Trust)	0	0	0
London Local Authorities	1,074,435	956,691	1,102,811
London Councils	0	0	0
Health Authorities	15,000	0	0
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	Year 3 £	Year 2 £	Most recent £
Big Lottery Fund - BASIS programme	85,836	21,987	0
Lloyds Foundation	0	0	21,675
Guy's & St Thomas' Charity	0	0	20,000
Community Catalyst	0	15,000	13,000
Big Lottery Fund - Awards for All	0	0	3,908

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: **Graham Keith Collins**

Role within **Director of Development & Partnerships**
Organisation: