

# The Trust for London Trustees\*

\*As at March 1998 (First Published March 1998)

\*As at April 2000 (Reprinted April 2000)

## **Nominating body**

<b><i>The Crown:</i></b>	Ms Maggie Baxter (Vice Chairman) Professor Julian Franks The Earl of Limerick KBE Mr Nigel Pantling Lady Tumim OBE	Ms Maggie Baxter (Vice Chairman) Professor Julian Franks The Earl of Limerick KBE Mr Nigel Pantling Lady Tumim OBE
<b><i>Corporation of London:</i></b>	Mr John Barker Mr Michael Bramwell Mr Richard Martin Mr Robin Sherlock	Mr John Barker Mr William Dove Mr Ian David Luder Mr Robin Sherlock
<b><i>Church Commissioners:</i></b>	The Venerable George Cassidy Mr John Smallwood CBE	The Venerable Pete Broadbent Mr Peter David Sandwith Dale
<b><i>Council of the University of London:</i></b>	Mrs Gillian Roberts	Mrs Gillian Roberts
<b><i>University College London:</i></b>	Professor Gerald Manners (Chairman)	Professor Gerald Manners (Chairman)
<b><i>City and Guilds of London Institute:</i></b>	Mr John Barnes CBE	Mr John Barnes CBE
<b><i>Bishopsgate Foundation:</i></b>	Mr Roger Payton	Mr Roger Payton
<b><i>Cripplegate Foundation:</i></b>	Mr Patrick Haynes	Mr Patrick Haynes
<b><i>King's College London:</i></b>	Mr John Muir	Mr John Muir
<b><i>City Parochial Foundation:</i></b>	Miss Jyoti Munsiff Mrs Lynda Stevens Mr Albert Tucker Ms Jane Wilmot	Miss Jyoti Munsiff Mrs Lynda Stevens Mr Albert Tucker Ms Jane Wilmot

## **Staff of the Foundation and the Trust\***

<b><i>Clerk/Secretary:</i></b>	Timothy Cook OBE	Bharat Mehta OBE
<b><i>Accountant:</i></b>	James Varley	Carol Harrison
<b><i>Senior Field Officer:</i></b>	Alison Harker	Alison Harker
<b><i>Field Officers:</i></b>	Ann Curno Helal Uddin Abbas	Ann Curno Helal Uddin Abbas
<b><i>Publications and Computer Manager:</i></b>	Tina Stiff	Tina Stiff
<b><i>Secretary to the Clerk:</i></b>	Lorraine Foy	Lorraine Foy
<b><i>Secretary to Senior Field Officer:</i></b>	Beulah Scott	Beulah Scott
<b><i>Secretary to Field Officers:</i></b>	Jaspal Babra	Jaspal Babra
<b><i>Accounts Assistant:</i></b>	Sue Caller (maternity leave) Claire Gosling (locum)	Sue Caller
<b><i>Office Manager:</i></b>	Mara Normile	Mara Normile
<b><i>Administrative Assistant:</i></b>	Buster Todd	Jason Harley
<b><i>Receptionists:</i></b>	Ann Robinson and Matthew Cornford	Pauline Wood

The City Parochial Foundation is the Trustee of the Trust for London, sharing the same Trustees and staff.



# Trusting in the community

## Contents

<b>A disinclive trust</b>	<i>Professor Gerald Manners</i>	<i>iii</i>
<b>Pushing the frontiers</b>	<i>Maggie Baxter</i>	<i>v</i>
<i>Chaper One</i>	<b>The history</b>	1
<i>Chaper Two</i>	<b>Consultation</b>	5
<i>Chapter Three</i>	<b>Fieldwork: the first phase</b>	11
<i>Chapter Four</i>	<b>Fieldwork: the second phase</b>	17
<i>Chapter Five</i>	<b>The new priorities</b>	21
<i>Chapter Six</i>	<b>Ten year follow up</b>	31
<i>Special Initiatives</i>		
<b>The Small Group Workers Scheme</b>		2X
<b>Supplementary and Mother Tongue Schools</b>		
<b>Resource Unit</b>		2Y

## Acknowledgements

This report was written by Tim Cook, Alison Harker, Maknun Gamaledin-Ashami and James Varley.

© Trust for London

First published in March 1998

Re-printed in April 2000

by the Trust for London

6 Middle Street, London EC1A 7PH

020 7606 6145

Edited by Chris Bazlinton and Geoff Andrews

Design by Ray Eden

Photography by Mark Crick

Production by Tina Stiff

Printed by England by Fairprint Limited,

Wembley, Middlesex HAO 1UE

# *A distinctive trust*

When the notion of a Trust for London was being publicly discussed in 1986 and 1987, the amount of interest generated was considerable - despite the fact that its grant income was only likely to be £500,000. The modest size of the Trust contrasts dramatically with the new funding bodies established in the mid-1990s such as the Lottery, Bridge House Estates Trust Fund and Lloyds TSB Foundation, when incomes of £10 million and more became common.

Yet, as I hope this tenth anniversary report demonstrates, the limited nature of the Trust's endowment beneficially compelled the Trustees in 1988 to think long and hard about the most effective use that could be made of its moderate income to support the voluntary sector across the whole of London.

The Report describes the consultations, the method of working and the formulation of priorities which led the Trust to become something of a pioneer in ways of making small grants available to small community-based organisations serving a wide range of people in need.

The discrete geographical remit of the Trust certainly assisted the pattern of intense field work and the frequency of visits to organisations seeking funding. What was learned rapidly, and has remained true ever since, is that making small grants to small organisations is no easier a task than making large grants to large ones.

Demand inexorably exceeds supply and the challenges are just as acute. Ten years on there is certainly no dearth of lively and enterprising small local organisations able to benefit from the Trust's funding and who in many ways form the bedrock, too often hidden, of the voluntary sector.

Naturally, funders always hope that the beneficiaries will sustain their work and develop with the assistance of any grant given. That the outcomes for very many of the organisations funded in 1988 by the Trust have

been so positive is enormously satisfying. There can never be any guarantee that any grant will prove to be as effective as all intend. Neither funders nor beneficiaries are angels of prophecy. Outstanding individuals, luck, sheer hard work and perseverance all play their part in enabling small community groups to maintain their vital local endeavours.

There is every reason to suppose that this pattern will continue, as the Trust engages with newer organisations, not least the most recent newcomers to the capital such as the refugee communities.

What, however, no trustee could have anticipated when the City Parochial Foundation accepted the trusteeship of the Trust for London was the influence that this much smaller trust would have upon the Foundation as a whole. The highly pro-active field work of the first two field officers Alison Harker and Evelyn Oldfield, the reaching out into the communities, the consultations, and the surgeries within local boroughs, these and many other features of the Trust encouraged the Foundation itself to consider new ways of working and to undertake several key initiatives of its own.

The Trust for London has also brought to the attention of the Foundation new potential trustees as well as a range of advisors and consultants.

Important though the influence of the Trust upon the Foundation has been, there can be no doubt that the two remain very distinct in their policies whilst retaining a natural complementarity. Above all, over the ten years Trustees and staff have worked hard to ensure that the Trust has never become simply the small grants arm of the Foundation. The distinctive nature of the two remains for me as Chairman of the Trustees a matter of considerable pride and satisfaction.

**Professor Gerald Manners**  
Chairman



# *Pushing the frontiers*

It is scarcely believable that ten years have passed since the Trust for London was established; ten years since the City Parochial Foundation was approached by the Government, and the Trustees agreed to become the Trustee of this new and untried Trust.

For the Foundation it was an exciting time. The Trust introduced new faces both to the staff and the Trustee body, and the progress in establishing it, as reported to the Foundation's Trustees, led to some lively discussions.

What was extremely fortuitous was the emergence of the Trust just as a new Clerk was appointed to the Foundation. This facilitated new ways of working which otherwise might have taken longer to develop.

With its focus on small local groups - and its particular priorities of women's black and minority ethnic groups - the Trust, through its fieldwork, came into contact with communities and issues in London previously little known to the Trustees or indeed any other major London funders. The targeted boroughs programme ensured that the Trust established a presence in each London borough within a four-year period.

The learning curve was steep. Knowledge about London and its communities which rapidly accumulated in the Trust from its early days also impacted upon the City Parochial Foundation and its policies over subsequent years.

As this report clearly shows, the Trust for London has played an important part in the development of the Foundation as it has in the development of many small groups in London. Some are no longer small and have developed perhaps beyond their own wildest dreams.

Others have deliberately chosen to remain small but size in no way diminishes the value of what they do. Some who were funded in 1988 no longer exist, though many of these groups provided services for one or two generations of children. Yet others which have ceased operations are self-help groups focussing on particular medical conditions.

What is clear is that small amounts of money made available to organisations ten years ago invariably helped them to achieve a disproportionate amount and contributed to the quality of people's lives.

The undoubted success of the Trust for London over the last ten years has been due in no small part to many people to whom we wish to simply say thank you. John Smallwood, as the first Chairman of the Trust's Grants Committee, was key to the Trust's development. Lord Henniker, Lady Marre, Dr Ronald Tress, Angela Richardson, Michael Jarrett and Pat Haynes all served with me on the Grants Committee in the early years and shaped the Trust and its future. John Barker, Simin Azimi, Tony Travers, Paulette Houghton and Stephen Lee have all worked for the Trust on the Grants Committee as Trustees or co-opted members. The Advisory Committee members - Bharat Mehta, Tzeggai Yohannes, Efua Dorkenoo, David Bryan and Albert Tucker - were also very important contributors and indeed Albert Tucker subsequently became a Trustee, and Tzeggai Yohannes joined the Grants Committee.

We are grateful that so many others have maintained their relationship with the Trust to the present day. Bharat Mehta, who subsequently became a Grants Committee member, succeeded Tim Cook as Secretary to both the Trust for London and the City Parochial Foundation in March 1998. Tim Cook was the architect of the whole Trust and his



contribution is incalculable. He has been ably assisted by the Senior Field Officer, Alison Harker and the Field Officers Helal Uddin Abbas and Ann Curno. Maknun Gamaledin-Ashami, the Policy and Monitoring Officer and a major contributor to this report, left the Trust in December 1997. Other staff from the outset have greatly added to the Trust's success, namely Tina Stiff, Lorraine Foy, Sue Caller and Mara Normile.

Beulah Scott who has been with the Trust from the beginning, is as well known to the groups as the Field Officers and she is enormously respected. Beulah and Jaspal Babra ensure that the administrative machine runs smoothly, while James Varley ensures that the Trust funds are secure and properly accounted for.

We still miss Evelyn Oldfield, one of the original Field Officers, who was such a vital person and an important part of the early years until her untimely death in 1992. Her legacy lives on in the Trust today.

The Trust is grateful to all the consultants with whom it works and those local authority officers and colleagues in other trusts with whom there is regular co-operation. Most of all, the Trust is grateful to those groups who have educated us about this city, its communities, often invisible, and the important concerns and issues which preoccupy them every day.

We have been privileged to have had the experience of the last ten years and look forward to the future. We want to remain in touch with changing London and keep on 'pushing the frontiers.'

**Maggie Baxter**

Chair of the Grants Committee

## CHAPTER ONE

# The history

By early 1984 the Conservative Government, which had been re-elected the previous year, had made it absolutely clear that it would abolish the Greater London Council (GLC) by 1986. At that time the GLC made grants in excess of £60m annually to London's voluntary sector. Growing concern was being expressed by many in the voluntary sector about the serious consequences for their work in London should that level of funding simply stop: for example, a trail of 'artistic carnage' was forecast.

At their meeting in June 1984 the Grants Sub-Committee of the City Parochial Foundation recommended that a letter be sent to the Secretary of State for the Environment expressing the great concern of the Trustees at the lack of any clear statement by him on the future funding from statutory sources of the voluntary charitable sector in Greater London, now that the decision to abolish the Greater London Council had been taken.

A month later this recommendation was endorsed by Trustees, who sent a strong, but judicious letter to the Secretary of State for the Environment, the Rt. Hon. Patrick Jenkin. Among other things the Trustees pressed for an assurance that statutory funding for the voluntary sector would continue at such an overall level that "there will be no material shift in the balance between statutory and voluntary funding of charitable work in the Greater London area".

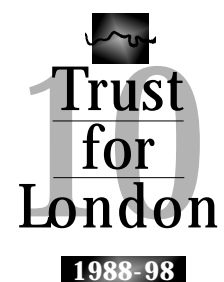
The reply, from Sir George Young, Parliamentary Under Secretary of State, Department of Environment, did not

remove their concern, so when the Trustees next met they decided to write to the Rt. Hon. Kenneth Baker, the newly appointed Minister for Local Government. That letter concluded:

*In summary: the structure of the grant-making apparatus for pan-London voluntary organisations; the unallayed fears of the voluntary organisations about their future funding from statutory sources; and the fears of the grant-making trusts that they are being edged into the role of substitute funders for what is properly Exchequer/Rates expenditure, and edged out of their traditional and proper role of providing complementary grant-aid, and of pump-priming innovative and imaginative local initiatives; all combine to deserve further consideration.*

*I hope that you may be able to find time to allow these concerns, necessarily briefly expressed in this letter, to be expanded face to face.'*

The reply came from Sir George Young stating that he was not in favour of a separate central grant-making body for London but was interested in proposals 'to increase the support coming from private and charitable sources'. John Smallwood, the then Chairman of the Foundation, with three Trustees, Lord Henniker, Lord Limerick, Dr Tress, the Vice-Chairman and Bryan Woods, the Clerk, were invited to meet Sir George Young on 2 May 1985. The contents of that meeting were a surprise to the Trustees. The correspondence between the Foundation and the Department of the Environment was scarcely mentioned. Instead the Minister almost immediately introduced, in the



## The Endowment

Ever since the original endowment of £10m was given in March 1987, which the Trustees always believed would be the initial contribution to a larger fund, there have been repeated, but always unsuccessful, efforts by the Trustees to have the endowment increased. These approaches have been based on a number of arguments.

1 At the very first meeting on 2 May 1985, when the idea of the Trust was put to the Chairman of the Foundation, the Minister stated that the Government wished the Trust to have an annual income of £1m. An endowment of £10m cannot achieve that.

2 References were made in public and in correspondence to the 'initial endowment of at least £10m'. It was never stated that the £10m was a once and for all endowment.

3 At the time of the May 1985 meeting the full scale of the GLC assets was unknown. There was a statement by Lord Elton in the House of Lords on 20 May 1985 which indicated that the amount might be increased 'if the proceeds arising from the disposal of the GLC's surplus assets allow'.

4 In the event the assets exceeded £700m but in August 1993 Sir George Young informed Lord Limerick, the then Chairman of the Foundation, that the local authority associations were 'not in favour of the idea' of the Trust having more money. The view was always taken that the boroughs were in the best position to use the sale proceeds and 'to decide on the appropriate level of support for their local voluntary sector'. What proportion of the £700m distributed to the boroughs was used to benefit the voluntary sector remains unclear.

It should be noted that in 1987 the Trustees were offered 11 properties by the London Residuary Body which had not been sold to local authorities. After careful consideration and following advice from the Solicitor and Surveyor the Trustees decided not to take on these properties primarily because of the initial management and repair costs for which no funds were to be made available.

strictest confidence, a proposition which would invite the Trustees of the Foundation to become additionally the Trustees of a new Trust, with a capital endowment of £10m, the intended income from which (stated as £1m by the Minister) they would distribute for charitable purposes in London. The Minister had asked if he might indicate in a Statement, which would be made in Parliament in about three weeks' time, that the Trustees of the Foundation had agreed to consider the proposition.

In discussion, the Chairman pointed out that to produce a continuing annual income of £1m in real terms would require a capital endowment of £20m. The Ministers response was that the endowment was £10m 'in the first instance'. The Chairman agreed to carry the Minister's proposition and request to the Central Governing Body of the Foundation and to inform the Minister in due course of the view of the Trustees.

John Smallwood then wrote to Sir George Young on the 20 June 1985 as follows:

*'The Trustees have now had an opportunity to consider in principle your invitation to be the Trustees of the proposed London Community Trust, and I am happy to be able to report that a substantial majority of them has agreed to accept, but with three qualifications.*

*First, the finally approved Scheme for the regulation of the proposed Trust must be acceptable to the Trustees.*

*Secondly, you intimated in our preliminary discussions that you and your colleagues expected the proposed Trust to be able to distribute about £1 million net a year from the proposed endowment fund of "not less than £10 million". I and my fellow Trustees are concerned that you and your colleagues should recognise that an equity-based endowment fund could not be expected to provide a net income of £1 million a year for distribution unless and until its*

capital fund was not less than £20 million.

*Thirdly, in any announcement to Parliament, it should be made plain that the income of the Trust will only be available for distribution progressively as the endowment fund builds up.*

*Subject to your confirming your agreement to the points raised above, there is no reason why the acceptance of the Trustees for the time being of the City Parochial Foundation to be the Trustees of the proposed London Community Trust should not now be made public; and please let me know when I may expect an announcement to be made'.*

A reply was received on 22 July 1985:

*'Thank you for your letter of 20 June. I am very pleased that you and your fellow trustees have decided to take on the administration of the new London trust. I do not think that the three qualifications you mention need cause any difficulty.*

*First, we will certainly agree with you the provision of the proposed new trust scheme and the terms of any statement that may be made referring to the CPF's agreement to administer the new trust.*

*Secondly, as to the amount of the endowment which we intend should be made available by the London residuary body and the income it will generate for grant-giving, we have not fixed on any precise amounts. As Rodney Elton explained in the House of Lords, during the passage of the Local Government Bill, we envisage the initial public sector endowment as at least £10 million. If the proceeds arising from the disposal of the GLC's surplus assets allow, we might be able to increase that amount. In addition we intend that the new trust shall be added to by contributions from private and other corporate sources.*

*Thirdly, we fully accept, therefore, that*

*both the capital endowment and the income generated will build up progressively over time.*

*Now that we have settled on this agreement in principle, I suggest that my officials have further discussions with your Clerk to work on some of the practical details, including the terms of an announcement that you have agreed to administer the Trust. I hope this can be made before the Recess.'*

A resumé of the initial discussion, and the text of these two letters are given in full, since from the beginning the size of the endowment for the new Trust was to become (and indeed still is) a bone of contention between the Trustees and what is now titled the Department of the Environment, Transport and Regions.

It has been established that the sale of GLC assets produced, in all, some £700m. While it is not known in detail how this sum was dispersed it is clear that there were ample proceeds from which the Government of the day could have met their original promise of support to produce a secure long term income (in 1985 terms) of £1m a year. A government announcement about a new Trust was made by the Lord Elton in the House of Lords on 20 May 1985. (Lord Elton was in 1990 to become a trustee of the City Parochial Foundation).

An initial £10m was to be provided for a new Trust which 'will be seed money both for short term benefit and for future generations of Londoners'. The aim was also to keep the trust 'right out of politics altogether'. At the time of this statement the Foundation was not publicly linked to the new Trust.

In the meantime quite separate discussions between London local authorities and central government had led to the formation of the London Boroughs Grant Scheme (known then as the Richmond Scheme as that was the lead borough) which when it met on 28 November 1985 considered a budget of £24.64m for 1986-87. The Scheme was set up under S.48 of



the Local Government Act 1985.

As far as the new Trust was concerned there had been consultations with the National Council for Voluntary Organisations and the London Council for Voluntary Service about the most appropriate body to take it on. The history and independence of the Foundation assured the voluntary sector that much would be gained by the Foundation becoming the trustee of the new body.

A statement to that effect was made in the House of Commons on 11 November 1985. By now it had come to be called the Trust for London, not the earlier suggested name of 'London Community Trust'. The word community was eventually dropped as it was felt to be misleading, possibly implying a degree of community control which in fact would not be the case with the Foundation as

trustee. The Trust for London was formally constituted on 12 May 1986. The Trust deed stated: 'Income is to be applied for the general purposes of such charitable bodies operating in Greater London and for such other purposes which are wholly or primarily for the benefit of Greater London as may be exclusively charitable as the Foundation may from time to time determine'.

The £10m endowment was not received until 16 March 1987. The Trustees decided that no grant would be made until clear priorities and procedures were established and staff had been appointed who could manage the applications.

No grants were in fact made until 20 April 1988 and that intervening year was used to embark upon wide consultations about the priorities and procedures for the Trust. The value of that consultation still bears fruit.

# Consultation

In 1987 a brief public statement which outlined the nature of the new Trust was circulated to all councils for voluntary service (CVS) or their equivalent and to all the main pan-London voluntary organisations. The Trust's wish to have meetings and seminars about its work was clearly expressed both in the written statement and through individual discussions.

As a parallel initiative, two major exercises were undertaken to seek the views of black and minority ethnic organisations and of women's organisations. The former was carried out by the then Organisations Development Unit (Ethnic Minorities) at NCVO; the latter was carried out by Dr Angela Richardson.

It was made clear from the outset that, because funds were limited, the Trust intended to direct resources to small locally-based community groups with charitable purposes. Grants to individual organisations would not exceed £5,000 in any one year.

Responses to consultation were in sharp contrast: either enthusiastic and lively or non-existent. In the 32 Boroughs only 10 CVSs took up the invitation to hold any form of meeting about the Trust for London. Seven pan-London bodies held seminars providing an opportunity to meet with some of their members. One other, the Greater London Association of Alcohol Services (GLAAS) undertook a detailed survey, by questionnaire, of its members.

These exercises were extremely informative. Hundreds of small organisations were contacted. The consultation with the women's groups was done by questionnaire, follow-up telephone calls and a limited number of meetings. The initiative with minority ethnic groups was

## PROFILE

### JAMAIT-AL-NISSA

(Formerly Haringey Muslim Women's Council)

Jamait-Al-Nissa is a registered charity which was originally established with the name Haringey Muslim Women's Council. It began operations in January 1988.

The organisation aims to improve the living conditions of women by providing suitable training to increase their opportunities for employment. The group operates from large double fronted premises rented from the London Borough of Haringey. The office is open five days a week. Current activities include advice and information sessions, running workshops on fabric printing and traditional crafts, sewing, and English language and communication classes.

The organisation first received a grant of £4,940 from the Trust for London in December 1988, towards the running costs of the group and for the cost of classes in English, Arabic and Urdu. At the time the grant was made the group's total income over the previous six months had been £191.90.

Ten years later Jamait-Al-Nissa has received a grant from the National Lottery Charities Board amounting to £185,769 and, in addition, has received funds from the local Task Force, the Local Authority, the European Social Fund, and a contribution from the North London Training and Enterprise Council. The organisation received a further grant from the Trust for London in November 1996.

#### Contact:

Mrs Rafaat Mughal, **Jamait-Al-Nissa**, 8-10 Bedford Road, Wood Green, London, N22 4AU. Tel: 0181-889 9433

undertaken via two major all-day meetings.

### Concerns

A number of factors which emerged strongly from the consultations had to be addressed.

They were:

- There was virtually unanimous support for directing resources to small organisations or projects but it was essential to define small.
- As small groups were often not on the



### Asian Parents Association for Special Educational Needs in Tower Hamlets

APASENTH is a Bangladeshi group providing help and advice to parents of children with special educational needs. The group was established in 1984 and has received grants from the Trust for London on three occasions.

usual networks for information every effort had to be made to reach them.

- The amount of money that per year was available in total (about £600,000) was small compared to needs and likely requests so clear priorities and comprehensible and accessible procedures were needed.
- Staffing needed to be adequate to provide a good service including assisting small organisations to apply.
- The Trust needed to have a 'sharpness' in policies and priorities that enabled it to be seen as different from other trusts.
- Local networks needed to be involved in discussing local needs.
- Without some form of targeting, groups in the outer boroughs would be missed.

- Many statutory authorities did not understand the Trust's role.
- Monitoring was important no matter what the size of grant.
- It was necessary to develop equal opportunity policies.

### Conflicting demands

The demands made on the Trust were not all compatible with each other. It is valuable to state the key conflicts:

- The funding of modest revenue costs for at least two years was often stated as a priority yet such a policy could result in very little new money being available in the second year.
- Money for new initiatives was welcomed yet many existing groups were struggling and needed an injection of money to continue.
- Starting up new groups was valued yet the folly of generating new schemes that are not later supported by other sources was also recognised.
- The need where possible to link with the local authority was recognised yet it was vital not to be too bound by it, given the attitudes of some local authorities to the voluntary sector.
- Some saw £5,000 as far too low a ceiling for grants, especially where salaries were a priority, whilst others saw the ceiling as too high for it might discourage small groups from applying for much needed sums of, say, £250.

### Other influencing factors

Other important influences needed to be taken into account in determining the shape of the Trust for London:

- The Trust should have an initiating role and not simply await applications.
- The Trust should be distinctive and not become 'just another trust' to which all charitable bodies apply in their search for funds.
- As the money was limited efforts

should be made to have an impact with its use.

What overwhelmed people at all the meetings were the immense needs across London and the relatively small amount of money available from the Trust. The frustration about this low level of income was coupled with a wish to make the best use of it and for its use to be effective.

Inevitably, such a wide ranging consultation produced far too many priorities. Further, what is a priority in, for example, Kingston is less so in Camden because of the differences in local populations and the funding policies of the respective local authorities.

In many instances it became clear that hard decisions about priorities could only be made when a particular area of need or an area of London was allocated an overall sum of money.

Groups expressed concern about the need for and the current difficulties of obtaining funds for broad matters such as:

- start up costs
- basic running costs
- training for staff and committee members
- part-time administrators or the equivalent.

The funding needs identified from the survey of womens' groups were salaries for administrative, development, outreach and fieldwork posts; safe and accessible premises; and materials for information, communication and campaigning such as leaflets, posters and newsletters. Groups facing particular funding problems were minority ethnic women's groups, especially for Asian women's work, and lesbian groups. In the consultation with a large number of minority ethnic organisations the needs were overwhelming, ranging from major issues such as unemployment to quite specific concerns such as mother tongue classes.

The disability groups were particularly

concerned about the small self help groups, the young disabled and disabled women. Those working on housing estates argued that very small grants for tenants' groups' basic costs could be immensely valuable, freeing them from financial anxiety, and enabling them to work on the estates' problems.

Advice services were negligible in the outer boroughs; and pockets of need in otherwise affluent areas suffered as a result. For many of these groups, campaigning was an issue for which only modest funding was often needed but rarely obtained.

It was especially difficult to identify gaps, that is, the problems no one was addressing. The survey of women's work, for example, was not able to find any agency working with black women in prison, or young prostitutes. It served as an essential reminder that not all needs are being met and that initiatives may have to be taken to find and respond to them.

The most valuable view that came out of all the discussions on priorities was the acceptance and indeed urging of the need to have clear priorities, even as to certain geographical areas. Without priorities, it was argued the money would lose its impact and small groups would not know whether it was really worth applying.

Women's groups, for example, were wary of applying to trusts on the off-chance, as the effort involved was too frequently disproportionate to the outcome. Most thought that targeting would enable groups to be reached and needs met, provided that over time a wide range of areas and organisations was encompassed.

Particular attention, it was suggested, should be paid to larger grants being used in an enabling way for a number of smaller organisations. For example, in one outer borough what was required was a local hall to be repaired at a cost of £20,000 which would then provide a much-needed facility for all groups.

Another example pressed strongly by

some minority ethnic groups was the value of funding 'enablers' who could explore funding opportunities at all levels for a whole range of groups.

The aim would be to use the Trust's money as a catalyst to open up more permanent sources currently unknown to or inaccessible to the smaller groups. One outer borough advocated this for all the groups in the borough so that a salary of, say, £15,000 for a funding advice officer would actually have a borough-wide impact.

Finally, the importance of all applicants

having, or working seriously towards, an equal opportunity policy was emphasised. Thus it had to be part of the Trust's approach to assist organisations develop such policies and for the difficulties in implementing them effectively, to be recognised.

### Response

After very careful consideration of the possible responses to the issues emerging from the consultations it was decided that the Trust should have a system of establishing general priorities, earmarking money accordingly, and then working in the area of those concerns to draw out the applications for consideration.

Such a response entailed targeting the Trust's resources whilst not having to handle too many applications. It also offered the opportunity to meet needs that were shaped locally.

There would be a clear timetable with four grants committee meetings a year with money broadly allocated equally in each quarter.

This approach was not completely straightforward and may have seemed lengthy, but it did have many advantages and possibilities. It could mean, for example, that certain sums were earmarked for needs across London, such as those of minority ethnic groups, while sums could also be allocated for a limited number of boroughs in inner and outer London.

Such an approach;

- emphasised the pro-active style;
- clearly distinguished the Trust;
- avoided a 'free for all' style application process;
- offered real possibilities of reaching small groups;
- enabled positive action to be taken in favour of certain groups or certain areas;
- increased the chance to make an impact

**PROFILE**

### AN VIET FOUNDATION

The An Viet Foundation is a voluntary organisation operating in Hackney, established in 1986 in order to improve the conditions of life of Vietnamese refugees. In particular, the organisation is concerned about the elderly, women and young people.

Ten years ago the organisation's activities included running classes in Vietnamese, Cantonese, maths and physics for young people up to 'A' level standard, running a youth club and self-defence class for young people once a week, providing welfare rights, education and housing advice for Vietnamese refugees, and running an enterprise and employment project for Vietnamese wishing to start their own businesses. The organisation was also setting up a housing scheme for elderly Vietnamese and single homeless Vietnamese.

At the time only sessional workers were employed and the majority of the work was carried out by volunteers.

The Trust for London made a grant of £5,000 to enable the organisation to employ a part-time Fundraiser for a limited period.

Ten years later the organisation has grown considerably. It is a registered charity undertaking a wide variety of activities such as a drop-in luncheon service for elderly people, English language training, welfare advice and employment training. It produces a quarterly magazine. The An Viet Foundation receives funds from the London Borough of Hackney, the local Training and Enterprise Council, and the European Social Fund.

The organisation has also received grants from charitable trusts including the City Parochial Foundation, the sister trust of the Trust for London. Some of the organisation's most successful ventures have now become independent of the An Viet Foundation and run as separate organisations. There is now a staff group of four and an active group of volunteers. The organisation's annual income last year amounted to over £50,000. The An Viet Foundation has become well established and is an important resource for the Vietnamese community in London.

**Contact**  
 Ms Emma Williams, **The An Viet Foundation**, 12-14 Englefield Road,  
 London, N1 4LS. Tel: 0171-275-7780



with the money available;

- offered opportunities to work with other funding bodies;
- enabled both the Trust and potential applicants to plan ahead as priorities would be known in advance;
- created a programme which enabled the Trust to consider carefully how best to use any unforeseen increase in income;
- reduced the pressure on organisations to get in an application but allowed more considered responses as money was earmarked and would not therefore be lost to some other area.

On the assumption that in a 12 month period the Trust would have an assured

grant income of nearly £600,000 the money was earmarked initially as follows:

	£
minority ethnic groups	100,000
women's groups	100,000
eight named boroughs	320,000
fund for small grants	50,000
	£570,000

In order for all the boroughs to have a fair share the eight targeted ones changed each year, producing in effect a four year programme.

In order to stay in touch with the patterns of need, and above all to engage the groups more consistently in the processes of the Trust, there was an important role for advisory groups for some areas of work. Minority ethnic issues was certainly one where a group

### Tamil Action Committee (UK)

The Tamil Action Committee was established in 1962 to provide services to Tamil asylum seekers and refugees requiring advice and support. The organisation has remained small. It relies heavily on the work of its founder Sinappu Maharasingam (right) who is still very active within the group.

was needed whose primary role was to advise on needs and priorities.

A new trust inevitably arouses a great deal of interest. The Trust for London was no exception. The Trust knew that it was neither possible nor appropriate to deal with matters quietly. The consultations were part of a continuing and open process to try to make the Trust useful to the voluntary sector in London.

### **Staffing**

With the experience of the consultation outcomes in mind it was possible to consider the staff required to implement the Trust's policies. Two vital decisions were made. Even though the grant income was only about £600,000 it was decided to have two grants staff as a considerable number of grants were likely to be made to small groups all over London.

Secondly it was readily agreed that the staff should reach out to small groups and they should not just wait to receive applications. They were to be 'field officers' not 'grants officers'.

All this now seems the obvious way to proceed, but in 1988 some of the larger charities and some local authorities were less than happy. Indeed one inner London borough told us there were no small groups in their borough!

The first two field officers, Alison Harker and Evelyn Oldfield, took up their posts in January 1988, and the first six grants totalling £6,700 were made at the Grants Committee meeting on 20 April 1988.

### **Grants Committee**

The Grants Committee comprised five Trustees and up to three co-opted members drawn from the voluntary sector who have equal voting rights. From the outset it was felt that the input of co-opted members would strengthen the Committee's knowledge and understanding of the voluntary sector targeted by the Trust. So it turned out to be.

# *Fieldwork: the first phase*

**T**rustees were determined from the outset to emphasise the role of the Field Officers.

They did not simply want the Trust to be reactive to demands made upon it - they wanted small community organisations to benefit from the trust and for decisions on applications to be made with as full an understanding as possible of the context in which organisations were operating.

They wished the staff to be knowledgeable about the world of small groups both locally and from a pan-London viewpoint.

Moreover, they themselves wished to be fully informed about the staff's discoveries.

It was a priority for the Trustees that there should be no confusion about the quite separate roles of the Trust for London and the City Parochial Foundation. The Trust was not to be seen as the 'small grants arm' of the Foundation and there was an early acknowledgement that the new trust would require a different approach and a quite distinct *modus operandi*.

Field staff had to make this clear in promoting the new trust at the same time as encouraging applications. The fact that the staff were actually employed by the City Parochial Foundation never caused any confusion. Indeed, among charitable groups who could have been forgiven for some misunderstanding, there was rarely any mix up over the identity or role of the

## PROFILE

### THE MUSLIM WOMEN'S ASSOCIATION

The Muslim Women's Welfare Association is a registered charity and company limited by guarantee. It was established in 1980.

The organisation aims to improve the quality of life of Muslim women living in the borough of Waltham Forest and in particular carries out projects to provide for their welfare.

In 1988 the organisation received a grant of £9,360 spread over two years from the Trust for London to enable it to employ a part-time Toy Library Organiser and a Finance Worker. At that time the organisation was running mother tongue classes, classes in English for adults, sewing, cookery and music classes, organising a luncheon club for the elderly and carrying out liaison work with schools, including interpreting and counselling. In addition, the group offered advice to women and organised holiday schemes.

The Trust made grants to the Muslim Women's

Welfare Association on several occasions. Now, ten years later the organisation is still involved in a wide variety of activities. It still runs classes in English, dress-making and Urdu for children. However, it also organises health and beauty sessions, design sessions, runs toy and video libraries, and is active in work on domestic violence and drug awareness. Funding is now received from a wide variety of bodies including the National Lottery Charities Board, and the organisation is well and truly established as an important resource for Muslim women in Waltham Forest.

Mrs Meher Khan, the original Co-ordinator of the project, with a small group of management committee members, has been the driving force in this organisation. Mrs Khan, a former Mayor of Waltham Forest, still works as the Co-ordinator and remains a champion of Muslim women in the borough.

#### Contact:

Mrs Meher Khan, **Muslim Women's Welfare Association**, 425 Lea Bridge Road, Leyton, London, E10 7EA Tel: 0181-539 7478

**Carers in Barking and Dagenham**

Carers in Barking and Dagenham was formed in 1986 and is affiliated to the Carers National Association. It now has its own office and two experienced members of staff.



Trust and the Foundation.

**The early years**

The necessity for a pro-active approach had been identified in the early voluntary sector consultations. Had this recommendation not been adopted the targeting of small groups would have been a somewhat futile gesture. Small groups are not on networks and many are isolated, so a purely reactive approach may well have resulted in the trust spending little money or only spending it on a favoured few. It was decided to divide the 32 London boroughs between the two Field Officers with the Secretary to the Trust, Tim Cook, also assuming responsibility for some

boroughs (and the City of London) in order to keep in close touch with developments. Work in the boroughs was spread over a four year period with eight different boroughs targeted each year. Thus it was intended that all small groups in each London borough would have a fair chance of applying for funds.

Organisations within the priority categories (black and minority ethnic groups and womens groups in any borough) could apply at any time. They did not have to wait for 'their turn' in the borough programme. The same applied to small groups wanting grants of up to £500.

**The Borough programme**

The borough programme operated on the following basis:

1988	1989	1990	1991
Tower Hamlets	Hackney	Westminster	Lewisham
Islington	Southwark	Kensington and Chelsea	Greenwich
Camden	Lambeth	Wandsworth	Richmond
Hammersmith and Fulham	Newham	Brent	Harrow
Barking and Dagenham	Haringey	Hounslow	Havering
Ealing	Waltham Forest	Barnet	Bromley
Merton	Redbridge	Enfield	Bexley
Croydon	Kingston	Hillingdon	Sutton

A mixture of outer and inner London boroughs each year was obviously desirable and it seemed fair that those boroughs which had responded positively to the Trust's request for consultation should have an early opportunity to benefit. Other than this, the selection was somewhat arbitrary, and initially this particular distribution of the boroughs was frequently questioned.

While most who raised questions accepted the explanations, others bitterly attacked the basis upon which the boroughs had been divided. One particular council for voluntary service general secretary angrily telephoned, to query why her particular borough had not been included in the list for the first year. She had called the press to a public meeting of 'angry' voluntary sector organisations who 'wanted answers' and the field officer was 'invited' or rather, required to be there. In the event, a handful of people (and no press) attended what became a very pleasant session.

### Guidelines for applicants

In 1988 the Trust produced the first in a series of leaflets entitled '*Guidelines for applicants, priorities, policies and procedures.*' Ten years later, such leaflets are regularly produced by funders and it is hard to believe the enthusiasm with which the Trust's first guidelines were received. At that time many funders operated almost secretly and few made clear what type of groups and applications they would welcome. (A similarly warm response was received when the Trust published its first annual report thereby becoming one of a very select number of trusts which produced such a document).

The leaflet detailing the Trust's guidelines for applicants was distributed widely across London. Umbrella bodies, local authorities, community meeting places, places of worship, indeed any location which might be in touch with small groups, were sent copies.

The media, including the voluntary sector press, appropriate national publications, local radio and television were all circulated and responded. An extremely effective means of publicising

Grants by Borough 1988-1997

Borough	TOTAL	
	No of Grants	Amount £
London Wide	39	388,482
Barking and Dagenham	14	64,712
Barnet	42	165,756
Bexley	52	185,275
Brent	50	425,230
Bromley	29	127,855
Camden	50	273,680
Croydon	43	165,252
Ealing	25	130,092
Eafield	45	231,962
Greenwich	42	223,598
Hackney	73	387,922
Hammersmith and Fulham	47	199,120
Haringey	52	308,700
Harrow	25	125,085
Havering	39	105,228
Hillingdon	18	77,785
Hounslow	44	197,795
Islington	52	209,715
Kensington and Chelsea	45	307,893
Kingston	31	146,605
Lambeth	47	308,770
Lewisham	35	153,222
Merton	38	202,515
Newham	47	219,353
Redbridge	28	100,850
Richmond	17	72,000
Southwark	63	303,785
Sutton	38	230,650
City of London	-	-
Tower Hamlets	50	258,407
Waltham Forest	61	317,520
Wandsworth	34	136,690
Westminster	36	219,950
<b>TOTAL</b>	<b>1,340</b>	<b>6,871,943</b>

the Trust and its grant-making priorities, turned out to be the local free press, more than 800 such papers are published in London. In all, several thousand copies of the leaflet were distributed this way. The result? Two field officers spent three weeks on the telephone answering one call after another as news began to spread of the Trust and the groups which it was interested to fund.

### Work in the boroughs

Work in the eight boroughs targeted for 1988 began in earnest in March of that year. In general, the response in the boroughs was positive, though some

**PROFILE**

**THE UMBRELLA CLUB**

The Umbrella Club for elderly people began in 1980. When it received a grant of £218 from the Trust for London in 1988 it was constituted as a voluntary organisation which aimed to assist elderly people living on the High Park Estate of South Wimbledon. At that time it provided a weekly get-together and various social events. It offered its members help with particular problems such as queries over rent payments, and it also arranged regular outings and an annual holiday. It had 114 members, 90 of whom were women, almost all widows. The group received no financial support and raised all its money through its ten pence a week fee and events such as jumble sales.

The women of the Umbrella Club were keen dancers and they needed a twin tape system and three tapes. The grant of £218 allowed them to purchase this equipment.

Ten years later the Umbrella group meets regularly; the age range of its members is from 60-90 years and members do tap dancing, line dancing and singing to the music system purchased ten years ago. The organisation receives no funds from any source.

**Contact:**

Mrs M Thompson, **The Umbrella Club**, 18 Doel Close, High Park Estate, Merton, SW18 2XH Tel: 0181-542- 5997

organisations denied the existence of small groups as defined by the Trust (those with no more than the equivalent of two full-time members of staff) and particularly the priority groups (black and minority ethnic groups and womens groups). Some other large charitable organisations felt that the Trust's priority groups had been wrongly decided and that small was synonymous with irresponsible.

Word of mouth proved to be a particularly effective way of reaching small groups, and field staff sought a slot on every public meeting agenda to speak about the Trust and encourage approaches from small groups. Visits were made to local umbrella bodies and any individual or organisation likely to be knowledgeable about the kind of groups we wished to reach. By talking to a wide range of bodies a profile of each borough was established and kept up to date thereafter.

For the most part the co-operation received was outstanding. Local authorities and the voluntary sector forums were extremely helpful, as were councils for voluntary service, councils for racial

equality (as race equality councils were then known), inter-faith groups and many others. Without the assistance of such bodies the Trust's efforts would have been much less productive.

At an early stage in this process it was discovered that it was not possible to use the same approach in all the boroughs. For example, in Tower Hamlets, divided as it was into neighbourhoods, the situation was especially complicated as the neighbourhoods often seemed to require different approaches.

Running surgeries was, and still is, very effective in some places. An appropriate umbrella body gathers together in its office up to 12 small groups who are interested in talking to a field officer. Each group has an initial interview with the field officer which may result in a follow up visit to the group's base. Alternatively, the group may be told that it is not eligible for funding.

Through these sessions information and advice can easily be provided, and if a group needs help urgently it can be given immediately, or arranged via the host umbrella body. Most importantly, groups know they are being taken seriously.

Surgeries were not always successful. One field officer spent two days in the offices of one umbrella body waiting for 16 scheduled groups to turn up. None did despite firm reassurance from the umbrella organisation that they were all due!

Spending lengthy periods of time in the boroughs at different times of day and at weekends meant that field officers were able to build up a substantial bank of knowledge about the situation in the different London boroughs. It is striking how different the same place can seem at 10 am and 10 pm and how remote some places seem even in the heart of London.

Local authorities, health authorities and others were generous with information but the 'soft' information acquired by sitting through lengthy community meetings whilst awaiting the Trusts' 'advertisement slot' was equally useful. (A field officer's knowledge of 16 boroughs



### **Acton Homeless Concern**

Acton Homeless Concern was established in 1988 and currently employs two full-time and one part-time workers. It sees 120 people per day and provides hot meals, runs an advocacy service and provides welfare rights advice.

An optician, chiropodist, health visitor, nurse, dentist, GP and barber all undertake regular sessions.

became very detailed whilst her knowledge of the other 16 might well be zero). Visits to small groups also add to the intelligence about a borough, not only facts and figures about the voluntary sector, but where communities and other organisations and services are located, (if they exist at all). What are the needs or problems in different localities? How good is transport? (In certain boroughs it is easier and quicker to travel back into central London, change Underground lines, and travel back to the same borough, than go across it by public transport). This 'soft' information is very helpful to the staff as background to their grant recommendations.

### **The process of application**

Trust staff thought long and hard about the appropriateness of an application form and eventually decided that this could be helpful. However, it was agreed, and the policy has endured ever since, that

application forms would not simply be handed out in response to requests.

The process of making an application involves early contact between the applicant group and the appropriate field officer. There is then considerable discussion about the group, its structure, management, work and finances (if any), as well as the nature of the potential application. Only when the field officer is satisfied on all of these issues will an application form be handed over, by which time it should not present the group with any surprises. The field officer goes through the form to ensure understanding and, if necessary, will assist with completion.

This approach means that groups making an application can receive a considerable amount of help from the field officer. However, it is equally effective in deterring those not yet ready

to make an application. Only when the field officer judges the application to be complete does it go before the Grants Committee. These methods mean that few applications are rejected. Indeed by the end of 1988 while grants had been made to 184 organisations, only 19 applications had been turned down.

### Advisory committees

As the work of the Trust progressed, issues arose about which the field officers did not feel confident and it was decided to seek advice. During the initial consultations with the voluntary sector it had been recommended that an advisory group on black and minority ethnic issues be set up.

This body came into being during 1988 with five members: Bharat Mehta, David

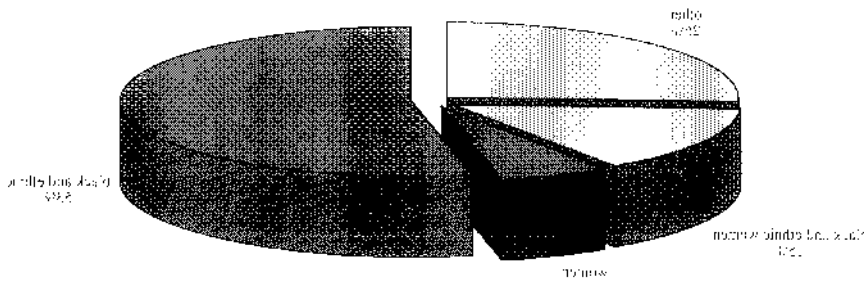
addition to financial help became evident. Field officers came across groups engaged in important work in neglected areas where the need for funds was indisputable. What was in doubt was their capacity to manage any funds made available. Thus the opportunity was taken to ensure that grants provided a positive experience rather than a potential or indeed actual nightmare.

To avoid such problems, during 1988 the Trust made available funds to several organisations to pay for consultancy help to enable them to put in place management and operational systems and structures to ensure they achieved full benefit from the grant. Clearly this was only done where there were no relevant support agencies to help. However, the Trust soon found that for a wide variety of reasons appropriate support was frequently not available, though it has to be said that the help by an organisation for small black and minority ethnic groups now known as SIA, was particularly valuable at this stage.

Over the following years the Trust increasingly used the services of consultants. However, Groups needed assistance with long-term development whereas, consultants could best assist an organisation to overcome a particular problem but not necessarily move much further forward.

By the end of the first four years of the Trust's operations, the need that small groups had for this technical support on issues such as accountancy and employment law was undeniable. The seeds had been sown for the establishment of the small groups worker scheme (see page 28). A report on the Small Groups Worker Scheme, *Voluntary groups: helping them develop*, is available from the Trust for London.

### Distribution of grant



Bryan, Albert Tucker, Efua Dorkenoo and Simin Azimi, (later replaced by Tzeggai Yohannes). The group did not consider individual applications but was concerned with general issues affecting the wide range of minority ethnic communities across London.

Advice was received from the group in relation to arts organisations, mother tongue classes, supplementary education, elderly people, and the striking absence of applications from bodies concerned with any form of disability. The contribution of this group was immensely valuable and sessions with them were highly enjoyable. They remain in the memory of field staff as being exciting, enlightening and encouraging.

### The need for technical support and practical assistance

Very early in the Trust's operations the need for support for small groups in

# *Fieldwork: the second phase*

In its first four years of operation the Trust had funded 770 small organisations. In 1992 a new set of grant-making priorities were established. These were formulated on the basis of the lessons learned during the first phase of funding. The new priority groups were:

- self help groups with special emphasis on women's groups;
- supplementary schools;
- work with children or adults with disabilities in the black and minority ethnic communities;
- outreach work with women and children in refugee communities.

The Trust had received a substantial number of funding requests from self-help groups and supplementary schools and it was known that neither category was a priority with many other funders. Disability groups were very rare among black and minority ethnic communities despite the obvious need. This priority was an attempt to encourage these particular community groups to take on this work.

The Trust had been told repeatedly that there was an acute need for outreach work to women and children from refugee communities. An increasing number of applications were being received from a wide range of refugee community organisations but it was clear that work with women and children was neglected.

In addition to the new priorities, the Trust set aside funds to allow the continuation of some of the work begun by groups during the first four years. Thus the new priorities were designed to

## PROFILES

### THE CENTRE FOR ARMENIAN INFORMATION AND ADVICE

The Centre for Armenian Information and Advice was one of the first six organisations whose applications were considered by the Trust for London. The Centre was established in 1986. At that time it was based in a room within a public hall in Acton. The organisation had set up several groups including a pensioners' group, a play group and a women's group. Funding was made available by London Boroughs Grants and the annual turnover of the organisation was £16,000.

The key personnel in the organisation at that point were Misak and Diana Ohanian. They are still with the organisation and remain key figures. In 1988 the Trust made a grant of £2,500 for a computer and to enable the preparation of an Armenian directory.

Over the last ten years this organisation has developed considerably. After moving from its original premises to another temporary location, the organisation has now acquired its own building. This was purchased with assistance from several charitable trusts (including the City Parochial Foundation), but principally the impetus came from the community who provided a considerable amount of the funds required. In its new building, still located in Acton, the organisation runs a luncheon club for elderly people, a play group, classes (in conjunction with the local college), and the hall within the building is used for meetings, training, lectures and musical events. There are now three full-time staff, three part-time workers and two sessional workers. Volunteers are heavily involved in running the Centre.

By 1995-96 the annual income had risen to £100,000. This sum is provided by a wide range of charitable trusts, the local authority, and London Boroughs Grants. The Centre for Armenian Information and Advice is a key agency within the Refugee Community Network in Ealing and also throughout London.

#### Contact:

Mr Misak, Ohanian, **Centre for Armenian Information and Advice**,  
105a Mill Hill Road, Acton. London. W3 Tel: 0181-992 4621

respond to demand, to continue some established work and to encourage new work.

Small grants were eliminated from the Trust's priorities because of low take-up, though they were to be re-introduced within two years.

Significantly, 1992 saw the maximum level of grant raised from £5,000 to

# Special initiatives

## Small Group Workers Scheme

The Trust's commitment to and experience with small groups led the staff in 1992 to recommend to the Grants Committee that a Small Groups Worker scheme (SGW) should be set up to help such groups develop.

Under the scheme part-time workers were funded in nine boroughs to provide practical advice and assistance to small groups. These were employed by the councils of voluntary service in all but one borough.

Small groups were assisted to become as professional as possible in providing services for those they had been set up to help. But development was not necessarily equated with growth – many groups quite deliberately remained very small. The SGW scheme showed that enormous

returns can result from a relatively small financial outlay. Many small groups do not just need money but can benefit from hands-on support to build their basic organisational structures, develop appropriate constitutions and have the same opportunities for training and personal development as staff and volunteers in larger organisations.

Overall, the scheme highlighted the advantages of locally-based work where benefits are not spread too thinly. It helped the Trust itself acquire detailed insights into the problems faced by agencies and a more informed view of the standard of work carried out. It has confirmed that innovative, flexible and focused approaches are the best way to help small emerging groups, working with the most marginalised people, to develop and build partnerships with voluntary and statutory bodies

It also showed that such schemes need evaluation systems, planning, and detailed formal agreements about the obligations and duties of each side to be built in from the start. The placement of workers within councils of voluntary service (CVSs) greatly enhanced the work because they have a borough-wide perspective which many other agencies do not.

Such has been the scheme's success that it has been extended to other areas with support from other funders including the Lottery. By 1997 three additional boroughs had appointed small groups workers, while six of the original nine boroughs had obtained money to continue the work. Posts in two other London boroughs are being funded through new partnerships between the Trust and local authorities.

### Facts and figures of the Scheme

- Eight councils for voluntary service and one community centre were funded by the Trust to employ their own part-time workers for three and a half years, to work with community groups in their boroughs.
- The scheme operated in Hammersmith and Fulham, Kensington and Chelsea,

### Milaap

Help was given with writing its memorandum and articles for registration as a Company and with job descriptions, contracts of employment and all the other aspects of staff recruitment.



<b>Case studies Group</b>	<b>The aims</b>	<b>Help provided through the SGW scheme</b>
<b>Kurdish Charitable Assoc</b>	<i>Established 1990 to help Kurdish community in Westminster</i>	Advice on constitution and structure; £15,000 raised from two trust funds; help with proposal to EC for rehabilitation of Kurdish community in northern Iraq
<b>Queenscroft Park Playscheme</b>	<i>After school playgroup in, Eltham, south east London</i>	Advice on constitution; affiliation to Kids Network; local publicity; registration with social services; help with funding applications
<b>Sands End Building Co-op</b>	<i>Set up by a group of out-of-work trades people in Hammersmith</i>	Registration as a co-op; help with business plan
<b>Bexley Women's Group</b>	<i>Support group for women facing domestic violence</i>	Advice on organisation; survey of views; administrative back-up; registration as a charity; funding advice and applications; contracts of employment; public relations
<b>Somali Caring and Education Project</b>	<i>Refugee group mainly of single mothers, in Hammersmith Fulham</i>	Identified needs such as language classes; help to establish office; assisted with funding applications
<b>Milaap</b>	<i>Asian elders luncheon club in Kingston</i>	Help resolve staffing and premises problems; personal skills development

Westminster, Sutton, Merton, Kingston, Bexley, Lewisham and Greenwich.

- Each worker provided support such as training, help to obtain information, technology and advice, and assisted in raising the profile of these groups in the local statutory and voluntary sector. In all, 774 small groups received hands-on support including advice on constitutions and registration as charities (about a quarter of the work), financial management, and publicity.
- Training - which accounted for a third of the support provided to groups - was carried out by the workers themselves or outside trainers, sometimes in collaboration with local authorities. Just under a quarter of all the training centred on book-keeping and other financial matters. 1,037 individual group members received formal and customised training
- The total cost of the scheme to the Trust was £680,000.
- The workers helped small groups raise more than £800,000 during the period of the scheme: this has done much to ensure the sustainability of the groups concerned.



**Evelyn Oldfield**

1992 was blighted by the unexpected and very sudden death of Evelyn Oldfield at the young age of 37. Evelyn had been such an important figure in the Trust's initial years. It was a tribute to Evelyn that when news of her death spread the Trust received a shoal of letters from groups with whom she had worked. Many people came to her funeral and subsequent memorial service, a true indication of how highly she was regarded.

£10,000 per annum. In addition, for the period 1992-1995 the Trustees set aside a substantial amount of money (£600,000) for the establishment of the small groups worker scheme in nine boroughs. This was designed to provide technical support to small locally-based community organisations which had always remained the Trust's overall priority groups. (Although the Trust had an annual grant making income of about £600,000 it always had accumulated income as a result of receiving the initial endowment of £10m over a year before the first grants were made). Thus the priorities which the Trust set itself for the next four years were based firmly on the outcomes of its early years of operation. On this basis the field-work began afresh at the beginning of 1992.

**1992-1995**

From September 1992 to Summer 1993 the Trust was fortunate to have the services of three temporary field officers - Paulette Haughton, Philip Peatfield and Clare Croft White - pending the arrival of two new permanent staff. Helal Uddin Abbas and Ann Curno were recruited and began work in August 1993 (and are still

working for the Trust and the City Parochial Foundation). Both now had to start work afresh in the boroughs. The small groups worker scheme, and the developments concerning supplementary and mother tongue schools became the responsibility of Alison Harker, and on this basis the four-year programme proceeded.

The early years of the Trust had shown how long it takes to make contacts, build on these and reach small groups whose very nature makes them difficult to identify. The field staff had an unenviable job in doing this whilst also processing applications for the City Parochial Foundation. It is to their credit that they did and that Trust activities were able again to proceed apace. Grants were made to 80 organisations in 1993 and to 95 the following year.

During 1994, the field staff felt that there was a strong argument for altering slightly some of the Trust's grant making priorities and the category of small grants was re-introduced. In addition, it was decided to widen the category concerned with disability, to any group working with



The staff of the Trust for London and City Parochial Foundation – January 1998

disabled people, whether children or adults, but still emphasising those from black and minority ethnic communities. This change took into account the very low take-up and the views of the disability groups with whom the Trust was in contact.

### **Funds from other sources**

During this period the Trust was fortunate to be approached by two other funders to manage funds on their behalf. Both wished to target small groups and recognised the Trust's expertise in making contact with such small organisations.

**The Baring Foundation:** The Baring Foundation was keen to assist small emerging black and minority ethnic organisations and passed £75,000 to the Trust to be held in a special fund specifically for this purpose.

The Baring monies were all allocated during the years 1995-96 with 18 organisations receiving grants.

The contribution of the Baring Foundation was immensely important. It greatly assisted small groups which the Trust did not have the resources to help.

**The Thames Telethon:** In 1993, as the Independent Broadcasting Telethon Trust neared closure, it approached the Trust for London to distribute £250,000 of its remaining funds. The trustees were delighted to agree, especially as the Trust also benefited from the addition of two of the former Telethon trustees to its Grants Committee, namely Stephen Lee and Bharat Mehta.

### **Monitoring**

The period 1992-1995 also saw the introduction of monitoring on a more sophisticated basis. The Trust had always been keen to learn from the grants it made and to establish whether its own processes worked as well as possible.

The field staff, with Tim Cook, had carried out some preliminary exercises but monitoring was only put on a proper footing when Dr Maknun Gamaledin Ashami joined the staff, initially in 1991 on a part-time basis and from 1992 in a

## **PROFILE**

### **LABO HOUSING ASSOCIATION**

The LABO Housing Association was established in May 1984. The Association aims to assist those people in Tower Hamlets, particularly in the Limehouse area, who were in housing need because of actual or impending homelessness.

LABO Housing Association was a good example of a small minority ethnic housing association many of which formed during the 1980s. When the Trust for London first met members of the Association they were housing eight Vietnamese and Bangladeshi families comprising 47 people. The families were all from rural areas in Vietnam and Bangladesh. Because of the kind of families the organisation was assisting, the workers had to do more than simply provide housing. They organised classes for the women whom the Association housed as well as others from the locality and provided outings for the families who rarely left their accommodation.

The Project was itself accommodated in very poor, almost derelict offices.

This was one of the larger groups to receive a grant from the Trust for London in 1988: at the end of the 1987/88 financial year the Association's total income amounted to £67,083.

In 1988 it received a Trust grant of £2,200 for outings, and classes in health and hygiene, cookery and assertiveness.

LABO HA grew impressively during the ten years from 1988. The two workers Solma Ahmed and Salma Bodrul have been central to the development. Both were very active within other organisations in Tower Hamlets and have been important figures within the Bangladeshi community locally.

Ten years on, the Association manages 129 properties which include both permanent and short-life premises. It serves Somali and Bangladeshi families and others. Thirteen per cent of its tenants are white. It is one of the few housing associations which provides housing for very large families.

LABO now has a staff of six, four of whom are full-time. By the end of March 1996 its income stood at £414,648. It now receives funding from the Housing Corporation and a range of charitable trusts.

#### **Contact:**

Ms Solma Ahmed, **LABO Housing Association**, Suites 1 & 2, Domers Court, 18-36 Thomas Road, London, E14 7BJ Tel: 0171-538 0815

full-time capacity. He introduced regular monitoring procedures for all grants made and devised and carried out the monitoring of the small groups worker scheme.

Monitoring helped to raise the quality of the Trust's service. A monitoring exercise carried out on all the refugee community organisations funded by the Trust resulted in a conference of refugee groups and funders in November 1991.

# Special initiatives

Supplementary and Mother Tongue Schools Resource Unit

Supplementary and Mother Tongue Schools have long existed to help children, primarily from black and minority ethnic communities, to cope with and progress within mainstream schools. Despite the length of time that they have existed they have been a little recognised part of the voluntary sector and their contribution to the educational achievement of many children from minority ethnic communities has not been acknowledged

Although the need for such schools has been questioned, several studies have shown that knowledge and competence in their mother tongue gives children a real sense of their identity and improves their fluency in other languages. Moreover, extra tuition, additional to mainstream education, has long been recognised within the host community as a means of progressing at school and achieving success.

**The early days:** During its early years the Trust attracted a significant number of inquiries from Supplementary and Mother Tongue Schools. This surprised the staff and Grants Committee because they had little idea of the scale of supplementary and mother tongue education across London. In the late 1980s, many supplementary and mother tongue schools received funds from the Inner London Education Authority (ILEA) but usually for no more than £1,300 a year. Apart from a handful of local Education Authorities and one or two Trusts few funders recognised the existence of such schools, so they were rarely able to grow and develop.

During the late 1980s and early 1990s the needs of the schools were modest. The most frequent applications made to the Trust were for tutors' fees or running costs. Most schools operated in premises provided free (or at a peppercorn rent) by

mainstream schools and received subsidies (often hidden) from the ILEA.

The abolition of the ILEA and introduction of local management of schools changed this situation. The number of requests to the Trust for help increased and the wider needs of the schools became apparent. This was allied to the wide range of refugee communities which became established in London during the 1980s and for whom supplementary and mother tongue schools were and remain a critical component of their lives here.

**The needs:** The Trust's field officers (who were not educationalists) realised that many supplementary and mother tongue Schools needed more than just financial help. The Trustees, with their traditional long-term view, recognised the potential importance of these schools and their contribution to future generations. In 1992 the Trust's Policy and Monitoring Officer was asked to undertake a review of the schools and their needs and to establish how the Trust could best be of assistance.

This was followed in 1993 by a conference of schools attended by almost 100 people, which took place during the only free Saturday of the Spring Term.

The needs which emerged from that conference were underpinned by a general lack of funding and resources, but the overwhelming need identified was for:

- training for teachers, support staff and management committees
- proper teaching materials
- better links with mainstream education establishments
- a wider acknowledgement of their role in the education of many children from minority ethnic communities.

Many schools were staffed by people who had taught in their home countries. They had qualifications and experience which were not recognised in the United Kingdom.

**Feasibility study:** The Trust decided that a small unit to provide training and practical resources might well be the best way to help. So two consultants, June Yakeley and Mohammed Abdelrazak, were commissioned to produce a feasibility study under the direction of a small steering group comprising representatives of schools, the Trust for London and the London Voluntary Services Council.

The study confirmed the need and likely demand on the services of a resource unit and in 1995 steps were taken to identify a base and other funders. During the year that this work was

Need as well as assured funding from the Trust for London and the National Lottery Charities Board. Mohammed Abdelrazak is its Director and Maria Lamminaho started work as a schools support worker in September 1997.

The Unit is supported administratively by the London Diocesan Board for Schools. Its Director and a member of its education committee sit on the unit's management committee along with heads and former heads of supplementary and mainstream schools and representatives of the funders.

The formal establishment of the unit has highlighted that supplementary and mother tongue schools now exist to a degree never previously anticipated. Within four months of starting, the Unit had a database of 400 schools.

The demand for training is overwhelming. Schools want training on every aspect of their work and for staff of all disciplines. They have greeted warmly the plans to provide accredited training for teachers, and courses in financial management and fund-raising have been oversubscribed. Schools clearly appreciate the fact that each course is followed up by individual training for each

participant in their own school in the weeks after the initial event. They also appreciate opportunities to network and to meet each other. Supplementary and mother tongue schools have long been isolated and their chances for development have previously been very limited.

The warm response to the establishment of the unit from mainstream education has been both unexpected and very welcome. The staff within mainstream and supplementary education need each other and co-operative working in the future can only benefit the children for whom both wish to provide.

### **Supplementary and Mother Tongue Schools**

The Unit provides training for teachers and management Committees and assistance with producing educational materials. It promotes mother tongue and supplementary schools and encourages liaison and co-operation with mainstream education.

progressing Mohammed Abdelrazak ran several highly successful training days for schools on behalf of the Trust.

They attracted an enthusiastic range of participants and covered topics such as 'how do children learn' and 'how to draw up a curriculum'. This provided an ideal basis for subsequent training delivered by the established resource unit during 1997.

It took longer than anticipated to establish the Unit with its own premises and staff. However, the Supplementary and Mother Tongue Schools Resource Unit, is now based in offices in central London and has obtained funding for an initial two years from BBC Children in



This was undertaken with the Refugee Council and others and brought together groups and funders who would normally never have met.

Importantly, the results of the monitoring exercise educated both the field staff and others within the Trust about the particular situation of refugees and what was (and was not) helpful funding.

Monitoring is one of the means by which a trust can learn about the groups and situations it is prioritising for funding, and the effects (both positive and negative) of its own funding policies and ways of operating. It was a result of a monitoring exercise on supplementary and mother tongue schools that their real need for technical support became clear and the early steps were taken to establish the Supplementary and Mother Tongue Schools Resource Unit (see page 22).

Monitoring has been at the heart of grants and field work for the last five or six years and will remain so in the future. Its particular significance is seen in the follow up of the organisations funded by the Trust in 1988 (see page 29).

# *The new priorities*

As 1995 (the final year of the four-year funding period) approached, it was decided that it was an anomaly for the Trust to continue to run a four-year programme when the City Parochial Foundation had worked to quinquennial plans for many years.

It was therefore decided to bring the Trust in line with the Foundation, extending the 1992-95 programme by 12 months. So it was that plans began to be laid in 1996 for the next five years funding programme, stretching to the millennium and beyond. It should be stressed that the two bodies remain legally separate though share trustees and staff.

## **1997 - 2001**

The Trust's plan for the period 1997 - 2001

was not in the end significantly different from the previous few years. The priorities for grant making continued to be:

- supplementary and mother tongue schools
- self help groups
- organisations working with people with disabilities
- refugee organisations.

In addition, a category of grant for in-house training was introduced while further grants for previously funded work remained. Though this essentially meant 'no change' there were good reasons for



## **Arachne, Greek Women's Group**

Arachne was established in 1984 to meet the needs of the Cypriot community in Islington, particularly the needs of women and girls. Arachne has grown over the last 10 years and currently has six staff. They operate welfare rights sessions, an employment project, classes, play schemes and a health advocacy service.

  
Trust  
for  
London

**1988-98**

this. Refugee groups had benefited from the funds made available by the Baring Foundation. Although this fund could not be renewed, it was important not to exclude the possibility of such groups returning for further funds.

The priority for organisations working with people with disabilities had only been extended 12 months previously, so it was important to allow further time for organisations to take advantage of this extension.

fundings available to such groups it was decided that the Trust should retain them as a priority for a longer period.

Supplementary and Mother Tongue Schools were a special case. They had become regular and frequent applicants. This could have been an argument for excluding them from the Trust's grant-making priorities, at least for a period, as they had greatly benefited from the Trust's funds over the years.

But the Trust had begun to work closely with these schools. A conference was held and the Trust had agreed to establish and fund a resource unit to assist them.

In these circumstances it was hardly appropriate to exclude Supplementary and Mother Tongue Schools from funding whilst offering them assistance through a newly established resource unit.

In addition to funding its core grant priorities the Trustees set aside funds for the Supplementary and Mother Tongue Schools Resource Unit and to extend the Small Groups Worker Scheme if necessary over the next five years.

### **Promotion of the 1997-2001 grant making priorities**

The grant-making priorities for 1997-2001 may have been very similar to those of earlier years but the manner of promoting them, and the context was very different.

This was the first time that Helal Uddin Abbas and Ann Curno had promoted priorities at the beginning of a new funding process. They now had a three-month period in which to do so for both the Trust and the City Parochial Foundation through a series of presentations to a wide variety of audiences.

However, on this occasion there was more to say about the Trust's previous activities and achievements.

The Field Officers regularly shared the platform with other funders such as the National Lottery Charities Board and the Bridge House Estates Trust Fund.

It is interesting to reflect upon how

## **PROFILES**

### **WINVISIBLE**

WinVisible was established in 1984 and was originally based at the King's Cross Women's Centre. The organisation aims to provide services and promote the needs of women with disabilities.

When WinVisible first made an application to the Trust it had no funding at all. The Trust made a grant of £2,250 for the purchase of an electric wheelchair, its maintenance, and for a portable ramp. Ten years later the wheelchair and the ramp are still in operation.

In 1988 WinVisible was dealing with about 60 inquiries a month and offering basic sign language interpretation for deaf women. It has always been concerned to combat the stigma and prejudice faced by women with disabilities particularly black and minority ethnic women.

Ten years later the organisation is based in the Women's Crossroads Centre. It has remained small over the last ten years but has made a major impact on women with disabilities in London. The work has contributed towards increasing the profile of women with disabilities and help and advice are regularly requested from the agency. It is remarkable that without raising considerable funds the organisation has managed to widen its activities as well as raise its profile.

Until 1996 the organisation's income had remained at a low level (£2,000 per annum). However, in 1997 a grant of £100,000 was made to WinVisible by the National Lottery Charities Board, in order to enable the organisation to appoint a full-time Co-ordinator for the first time in its history.

#### **Contact:**

Ms Claire Glasman, **WinVisible**, 230 Kentish Town Road, London, NW5 2AB  
Tel: 0171 284-2496

Self-help groups were applying to the Trust in increasing numbers. They were very much the type of small groups the Trust had traditionally targeted, that is those without staff, and existing on few resources. In the absence of a range of



### **Hackney Chinese Community Services**

Hackney Chinese Community Services runs a wide range of activities including advice sessions, an elderly luncheon club, a carers support project, an elderly outreach project, a youth club, mother tongue classes, a mental health project and a health outreach project.

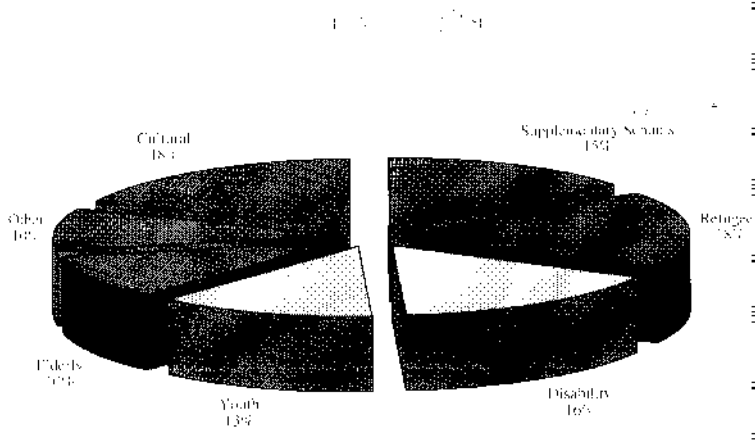
much has changed since 1988. At the beginning of the Trust's existence, few grant-makers promoted their priorities, or published grant guidelines, and certainly did not publish lists of grants made.

Visits to applicants were rare, while consultation with the voluntary sector was almost unheard of. Indeed several funders were nervous that the Trust's proactive approach would mean they all received more applications. Yet, by 1998 all of these activities are almost routinely

carried out by major trusts.

But the Trust for London is not a major trust in terms of the funds it has available. A grant-making income of about £600,000 per annum is tiny in comparison with many others. However, there are some inherent advantages of the Trust's style of working. It is possible to be knowledgeable about the constituency, to know well the context in which groups operate, to know the problems and the opportunities in different areas, to know the groups, to

### Analysis of grant aid



know the vast range of communities in London, where they are located, their cultural diversity, their traditions, beliefs and ways of operating.

It is possible to get to know individual communities, to keep in touch with them and to be imaginative and responsive to their needs. We believe the Trust is all of these things and despite the changing environment it remains in a special position among trusts because of the type of fieldwork carried out. Among small groups in London it has a reputation that far outweighs the size of its resources.

# Ten year follow-up

In 1988, its first full year of operation, the Grants Committee of the Trust for London made 184 grants totalling £477,000. Two thirds of all the grants were to fund work in the fields of social welfare, education and training, community work and disability. All those funded were small local community groups.

Of the 184 grants 22 were made to women's groups, 18 to black and minority ethnic women's groups, and 47 to other black and minority ethnic groups, reflecting the priority given to such issues by the Trust. As part of the tenth anniversary it was decided to follow up the groups funded in 1988 to gain some understanding of the effect of the original grant and to see how the groups had fared in the intervening ten years.

The staff who had been involved with the original grants were not optimistic about the survival rate of the groups bearing in mind their size, recent establishment, the alleged volatility of small organisations and the difficult funding period since 1988 - only latterly relieved by such benefactors as the National Lottery Charities Board.

In the event the long-term follow-up was an extremely positive experience. It was at times frustrating but also exciting. A variety of methods were used to trace the groups and these had a snowballing effect so that eventually it was possible to trace almost all of the funded organisations.

## Methodology

Tracing some of the 184 groups involved a lot of detective work. It was made easier by the limited area of benefit, namely London, and the fact that three staff who were involved at the beginning

are still with the Trust. The last known addresses of the funded organisations were obtained from the Trust's files and an initial survey was carried out by questionnaire.

The questionnaire sought details of whether the organisations were still in existence, their staffing levels, annual income and sources and their most significant achievements.

The Trust was aware that some organisations would be difficult to trace because they were not operating from their last known address or had ceased to exist. The initial response to the questionnaire showed these fears to be well-grounded, so it was decided to try other methods to trace them.

These included making inquiries of the Charity Commission, local councils of voluntary service, local authorities, London and national umbrella bodies and personal contacts in the boroughs. In addition to the general survey of the 184, an in-depth study was made of a sample of 27 organisations. These were all visited by the Policy and Monitoring Officer. These 27 consisted of seven women's organisations, 13 black and ethnic minority groups and seven others.

## Main findings

**Outcome:** Of the 184 organisations funded in 1988, ten years later

- 125 (68%) are still operational.
- 12 (6.5%) have merged with other organisations.
- 40 (22%) have ceased to function.
- 7 (3.5%) cannot be traced.

This means that three quarters are still active, a far higher figure than staff ever anticipated. Of the groups which have

ceased to operate, many were either play-groups, which only lasted for one or two generations of parents, or specific illness groups where the deteriorating health of members led to a group's closure.

Even those which ceased generally did so between 1993 and 1996 and were therefore operational for at least five years. A comparative ten-year follow up

funded groups had only been formed since 1983, the remaining 43 had been established between 1962 and 1982. For the majority the Trust's grant was the first of any description they had received.

**Size:** By definition, all the groups funded were small (defined by the Trust as having the equivalent of no more than two full-time staff). In fact in 1988 only 13 organisations had a full-time member of staff and only 21 had part-time staff. By 1997 this situation had changed so that 45 now employed staff, full-time or part-time. This did not include the numerous sessional workers, tutors and volunteers who worked for these organisations, some of whom were paid on an hourly basis.

The number of part-time workers ranged between two and five per organisation while the number of full-time workers ranged between two and four per organisation. Two organisations employed more than six full-time workers.

**Finances:** In 1988 the finances of the organisations clearly showed the embryonic nature of many of the groups

income	n o.
under £5,000 (inc £0)	139
£5,000 to 10,000	19
£10,000 to 20,000	15
£20,000 to 50,000	9
over £50,000	2

By 1997, 46 organisations reported a significant increase in income including seven organisations which had had no income in 1988. The remaining 79 operational organisations remained at approximately the same level of income. Some indeed wished to remain small.

Of the 46 with an increased income the income bands were, by 1997, as follows:

income	n o.
up to £20,000	8
£20,000 - 50,000	12
£50,000 - 100,000	14
over £100,000	12

Those with an income of over £100,000 included the seven organisations which had no income 10 years previously.

## PROFILES

### MORDEN LITTLE LEAGUE FOOTBALL CLUB

Morden Little League Football Club has been in existence since 1968. The League exists to provide children of school age with facilities for recreation and other leisure time activities. In 1988 when the League approached the Trust for a grant it was providing free football for 300 boys. The League was run entirely by volunteers. The expansion of the League had been such that a computer was required and a grant of £1,276 was made by the Trust for London to enable the purchase of a computer, printer and software.

Ten years later 515 children are now involved in the League including several girls football teams. The children who take part can join at the age of seven and can continue until they are 13. Involvement in the League helps them to become good citizens and encourages them to develop as individuals. They are taught how to win and to accept defeat. As children grow up and leave many tend to come back as volunteers and some have even introduced their own children to the League.

From being the first Little League in the country, the Morden group has seen the development of 20 others in London and a further 20 in the Midlands.

The Chairman, Geoff Watson, who has been involved with the League for 18 years says that his involvement has been immensely enjoyable. It is not a job, it is part of his social life and the League is a network of friends. Through membership of the League, both adults and children can gain self-esteem.

**Contact:**

Mr Geoff Watson, **Morden Little League Football Club**,  
1 Dorking Close, Langley Avenue, Worcester Park, Surrey KT4 8NN  
Tel: 0181-330-2663

of organisations funded by the City Parochial Foundation in 1988 found that 91 per cent were still active but these organisations generally were larger, more securely funded and longer established.

### Registered charities

In 1988 only 37 of the 184 organisations were registered charities. By 1997, 98 were registered. Registering as a charity is for many of these groups a sign of confidence and belief in the continuity of their organisations.

**Newness of organisation:** 141 of the

The organisations which grew were often involved in the areas of homelessness and community care. During the past 10 years, these areas received substantial funding from central government. Growth, however, had not led to changes in ethos.

Organisations remained committed to their clients and a variety of mechanisms were established to accommodate the views of clients.

**Achievements:** Just over half the organisations reported significant achievements since 1988, including new premises, increased staffing and service provision, statutory grants, successful campaigns and increases in clients numbers.

### Detailed study of 27 organisations

A more detailed study was made of a sample of 27 of the funded bodies known to be still operational, and which represented the priority funding categories of 1988. Some of the important findings to emerge from this study were:

- During the previous 10 years the organisations had expanded their activities, increased their income and diversified their sources of finance. Some had become major players in their field of specialisation at the level of the borough and beyond. Others had remained small.
- All 27 organisations in the sample were started by either one individual or a group of volunteers who were committed to improving the life of a particular group of people, or campaigning on behalf of a particular sector of society whom they believe should have a voice.
- 18 out of the 27 organisations in the sample were membership based organisations run by the members, and nine were non-membership based which are professionally led and in some sense independent of membership control. All organisations made extensive use of volunteers.
- In 23 out of the 27 organisations

founders had remained an influence either as members of the management committees or they had become paid workers. Some committee members had been with organisations for at least 10 years, and two chairs had been with the groups for 25 and 18 years respectively.

- The average length of time that staff had remained with their organisation was between 4 and 7 years. This indicates considerable stability and contradicts the often expressed view that membership support organisations are vulnerable to changes in staff and management.
- 20 of the 27 had started since 1983. Only 3 groups were older than 10 years.
- In 1988 14 out of 27 organisations were registered as charities, in 1997 this had increased to 26.
- In 1988 6 out of 27 organisations had paid staff. In 1997 20 organisations had paid staff.
- The income levels had increased substantially as indicated below.

Income	Nos in 1988	Nos in 1997
No income	1	1
Under £20,000	22	5
£20,000 to 50,000	3	1
£50,000 to 100,000	1	10
Over £100,000	0	10
	27	27
	27	27

Maintaining the same level of funding consumes a lot of workers' time and can be a real struggle. One project leader described the situation like that of a submarine which submerges into the sea, then surfaces and then submerges again and so on.

### Women's groups and Black and Minority Ethnic Groups

Seven out of the 27 organisations in the sample are led and managed by women. In one case two active black women, who

ran a housing association, were also involved in two other organisations which catered for children and families. Furthermore, women managed seven other organisations which were involved with drug abuse, homelessness and carers. These were among the largest organisations in the sample. However, women's organisations were in general under-funded.

These seven women's organisations employed seven full-time and 11 part-time workers. They were involved in the provision of training, campaigning, widening state provision for women and running mother tongue classes for children to maintain their cultural heritage and to assist children to overcome under-achievement. Empowerment was a key factor for women's groups.

13 out of the 27 organisations in the sample were managed by black and minority ethnic community groups. These include a multi-million pound housing association and a sheltered accommodation scheme for black elderly people, mother tongue and supplementary schools, and a Muslim organisation providing bereavement and funeral services for its community. These organisations employed 29 full-time and 23 part-time staff.

The activities reflected a very positive image of members of black and minority ethnic communities.

The organisations' members demonstrated a level of entrepreneurship and

dynamism which can too easily go unrecognised. The men and women who were involved in this work put much of their personal time and resources into serving their communities which they believed did not receive adequate support from mainstream sources of help.

**Conclusions**

Long-term follow-ups such as this survey are rare. Few charitable trusts have looked at organisations funded a decade ago in order to see how they fared during these very difficult times. These findings indicate that the Trust was central in assisting this hidden and often neglected segment of the voluntary sector.

It was rewarding to discover that the great majority of the funded organisations were still in existence, and that the initial support provided by the Trust for London was instrumental in putting many of them on the right course. Many have flourished and grown. This has been particularly true of the organisations involved in homelessness, drug abuse and community care. These areas of work had received central government funding.

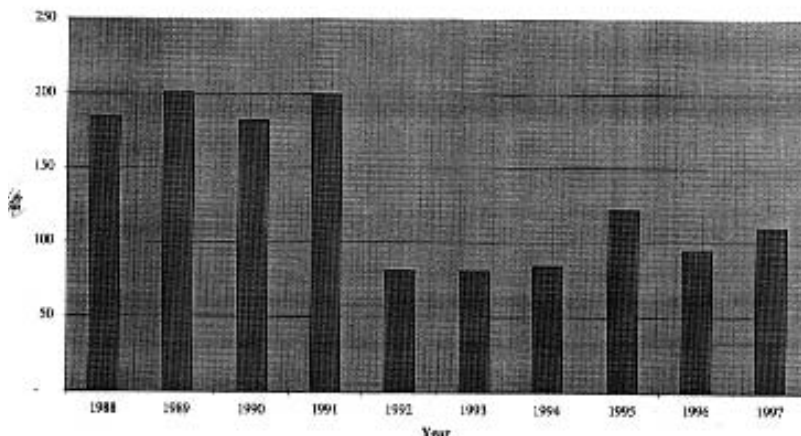
Others, and these formed the largest majority of the organisations, have remained small and have not wished to grow. Those which ceased operations did so for a variety of reasons. Lack of funding was not the only one although it was important for some organisations.

Most of the organisations were based on membership where clients played a central role. But even where membership had little sway, organisations took serious initiatives to involve their clients in the way services were delivered. Growth did not lead to changes in an organisation's ethos.

An important finding has been the key roles played by women and members of the black and minority ethnic communities. The indications are that there is a great deal of commitment and dynamism within these communities, and appropriate support could make a huge difference.

One other surprise was that the people who were involved in setting up these

Number of grants 1988-1997





**The Family Support Group for relatives and drug users (Community Drug Helpline)**

The Community Drug Helpline works in Merton and Sutton. Since 1988 it has grown from an organisation with no staff and a small income to one with a total of six full and part-time staff offering a wide range of services to drug users and their relatives.

organisations still remained an influence 10 years on.

The lessons from this study indicate that despite the efforts made by ordinary people to help themselves and others who are disadvantaged, such efforts are not recognised and are not matched by external support. The sector still remains isolated and neglected.

In general these organisations are not linked to support agencies and thus lack the opportunity to network, which is essential to acquire funding and build capacity. The Trust's experience with the Small Groups Worker scheme indicated the value of resourcing groups and addressing their needs. The availability of support can break an organisation's isolation and enhance its capacity to improve its management and service delivery to its clients.

Finally there is a frequently expressed view that small organisations are not

effective, that they are subject to instability and that their work has limited impact. The present study, which of course cannot claim to be representative, indicates this is may well be a myth.

The findings suggest that small organisations provide very valuable services to their beneficiaries, and that they are best placed to meet such needs because they are closer to their clients and reflect their aspirations. As for the question of wider impact, this should not be an issue; because of the very nature of small organisations, their concern remains local which is where they can and do make a difference.

The staff and the Trustees believe that such small organisations deserve all the support that can realistically be given, and they deeply regret that the original Trust endowment provided from the residual assets of the GLC was only half of what was originally promised.

### ***More information***

A detailed account of the operation and success of the Small Groups Worker scheme is to be found in a special report *Voluntary groups: helping them develop*, published by the Trust for London.

Further information on recent and planned funding by the Trust for London (and the City Parochial Foundation) can be found in *Grants Review 1996*.

#### **Voluntary groups: helping them develop**

*A report on the small Groups Worker Scheme*

Available from Trust for London price £5.



IBSN 1 901373 00 2

#### **Grants Review 1996**

Available from City Parochial Foundation, free.

