

## Responding to the Resilience Risk

### Open call for proposals

Charitable organisations, eligible for CBT funding, are invited to submit proposals to design and deliver six-month long interventions to support the resilience of their frontline staff as part of the Responding to the Resilience Risk strategic initiative.

#### City Bridge Trust (CBT)

City Bridge Trust is the working name of the charitable arm of Bridge House Estates, an ancient charity established to maintain and repair the first stone bridge across the River Thames. Since 1995, funds surplus to bridge requirements have been distributed in the form of charitable grants for the benefit of the inhabitants of London. Depending on bridge requirements, we award up to £20m per annum through grant-making, philanthropy, social investment and strategic initiatives.

#### Responding to the Resilience Risk (RRR)

*Responding to the Resilience Risk* is a strategic initiative that responds directly to the growing need to develop the resilience of frontline workers in the voluntary sector. Charitable organisations are invited to design and deliver six-month long pilot interventions to develop the resilience of their frontline workers. **An open call**, initially for expressions of interest, will be launched at an **event** on 14/05/19, coinciding with Mental Health Awareness Week. **A panel** of professionals working in the mental health and charitable sectors will support the shortlisting of initial expressions of interest, from which, a selection will be invited to work up fuller proposals. Final recommendations for funding will also be made by the panel and subject to any further assessment processes or due diligence - and ensuring that any recommended funding complies with CBT's grant-making policies and procedures - CBT will award funding to a selection of pilot interventions to support the resilience of frontline staff in the voluntary sector.

**Pilot interventions** will commence in October 2019 and be completed by March 2020, allowing some dissemination of initial findings to take place during a **learning event** during Mental Health Awareness week 2020. An evaluation agency will be contracted to collect data and evaluate each pilot, drawing out key learning points about resilience. Following the learning event, a **final evaluation report** will be published with more detailed analysis of findings by August 2020. The learning event and report are opportunities to raise awareness of this issue; share learning and thoughts on practice; and to announce or possibly launch

any further work that may develop alongside or as a result of *Responding to the Resilience Risk*.

For the purpose of the *Responding to the Resilience Risk* initiative, resilience is understood as referring to the ability of an individual to 'bounce back' following shocks or stress, and learning to change their instinctive response patterns. We know there are a range of definitions of resilience. For the purpose of *Responding to the Resilience Risk*, however, we are using the following definition of resilience by Dr Carole Pemberton:

*"the ability to remain flexible in our thoughts, feelings and behaviours when faced by a life disruption or extended periods of pressure, so that we emerge from difficulty stronger, wiser and more able."*

## **Outcomes**

With your help and the support of our evaluators, we are hoping to achieve the following five outcomes through the Responding to the Resilience Risk initiative. We have listed our outcomes here for information. We acknowledge that **proposals submitted in response to our open call will contribute individually to the first two outcomes listed below.**

1. Evidence of whether the resilience of frontline staff is enhanced by the types of intervention funded by the pilots and if so, which type of intervention has greatest impact.
2. Increased knowledge about the features that characterise successful resilience interventions and if some features have greater impact than others.
3. Increased understanding about whether resilience support can be generic or if it is more effective if it is sector specific.
4. Increased understanding of the impact of contextual factors on resilience interventions.
5. Increased understanding about whether resilience support can be clearly demarcated in terms of its practice and its impact from other related fields – such as, workplace mental health and well-being schemes; safeguarding or human resources practices.

## **Timeline, key dates and restrictions**

Proposed interventions must be designed for **a minimum of eight and a maximum of 20 staff members**. We will not fund one-off events; **interventions must last six months in duration** with the proposed activity taking place at regular intervals over the six-month period (October 2019 – March 2020).

CBT will contract an external evaluation agency to collect data that measures the impact of your proposed intervention on the resilience of your staff participants. It is anticipated that an established resilience measurement tool will be used to collect data, which is likely to take the form of a questionnaire. It is anticipated that questionnaires will be completed prior to commencement of the intervention, to establish baseline data, and at monthly intervals during the research period. You will need to **demonstrate that you have consulted**

**with your staff participants to ensure they consent to taking part in this research** as part of your proposal.

Following the launch of RRR on 14/05/19, **the deadline for initial proposals from applicants is 14/06/19**. Following a shortlisting process, involving a professional panel, a selection of applicants will be invited to submit fuller proposals. All communication about the outcome of initial proposals will take place by 05/07/19. **The deadline for fuller proposals is 30/07/19**. CBT will announce the funding awards for the Responding to the Resilience risk pilots by 02/09/19. Funding agreements will be issued in September and evaluation planning for data collection will begin between the funded groups and the evaluators. **Groups must be able to commence with their interventions in October 2019 and run continuously until March 2020.**

<b>Date</b>	<b>Key date of deadline</b>
14/05/19	Launch of Responding to the Resilience Risk (RRR) open call
14/06/19	Deadline for initial proposals from groups
05/07/19	CBT communicates with applicants re. outcome of proposals
30/07/19	Deadline for fuller proposals from shortlisted groups
02/09/19	Announcement of RRR funding awards
September 19	Funding Agreements issued
	Evaluators collect baseline data
01/10/19	Pilot interventions commence
Oct 19 – Mar 20	Pilot activities and data collection take place
April 20	Evaluators produce initial findings
May 20	RRR Learning event
August 20	RRR final evaluation report

#### **Criteria for selection:**

- Applicants must meet CBT’s general eligibility criteria shown on our website [here](#). You will also be required to complete an eligibility quiz [here](#) before completing your Responding to the Resilience Risk application form.
- Interventions address the resilience of frontline staff as opposed to well-being; mental health; safeguarding or the delivery of Human Resources functions
- Proposed interventions engage between a minimum of eight and a maximum of 20 frontline workers
- Applicants and participating staff members give permission to engage with the evaluation of the pilot activities. Staff participants have been identified and have agreed to participate in both the intervention and the evaluation.
- The proposed activities adhere to the prescribed timeline and restrictions

- Proposals provide evidence of need for the proposed resilience intervention
- Proposals provide a rationale for their specific approach, which identifies what change is targeted and how it will be realistically achieved
- Proposals have considered the potential risks to the proposed interventions and provide reasonable plans to mitigate against them
- The proposal is to either deliver new activities or an expansion or development of existing activities; proposals cannot request funding for existing work.
- The proposal demonstrates a realistic plan and budget for the proposed intervention

### **Funding Available**

Proposals must include a costed budget for the proposed activities over the six-month period between 02/10/19 – 30/03/20, which includes time (approximately 15 minutes per staff member monthly) to participate in the evaluation.

There is no upper or lower limit for the funding available. Each proposal's costings will be assessed on a case by case basis and considered alongside the full proposal.

### **To apply**

1. Please complete the eligibility quiz on the CBT website here to establish if you are eligible for funding from CBT & access the application form.
2. Please complete the Responding to the Resilience Risk application form, providing details of your proposal.
3. Please submit a costed budget for your proposal, details of which can either be entered directly onto the application form or submitted separately in a spreadsheet, clearly labelled with your organisation's name. Please note that proposals submitted without a budget will not be considered.

Please submit your application form and budget (if submitted separately) to:

[CBT-Ideas@cityoflondon.gov.uk](mailto:CBT-Ideas@cityoflondon.gov.uk) by **14/06/19**.

**If you have any questions, please direct them to us by email using the email above.**