

<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	31 January 2019
<b>Subject:</b> Strategic support for the Mayor's Young Londoners Fund	<b>Public</b>
<b>Report of:</b> Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Decision</b>
<b>Report author:</b> Ciaran Rafferty, Funding Director	

### Summary

This report follows from a previous decision of the Committee (and subsequently the Court of Common Council) to provide a range of support to organisations funded through the Mayor of London's Young Londoners Fund. The report recommends grants to two charities (London Youth and Partnership for Young London); to the GLA; and an allocation to a fund to provide London Youth Quality Mark awards.

### Recommendations

You are asked to agree:

- a) £300,000, payable to the GLA, towards the costs of commissioning charitable organisations to provide sub-regional networking and multi-agency co-ordination of Young Londoners Fund projects.
- b) A grant of £320,000 over 3 years (£120,000; £130,000; £70,000) to London Youth to deliver a programme of training and support to enable eligible organisations in receipt of Young Londoners Fund grants to achieve the London Youth Quality Mark.
- c) Providing £100,000 to a fund for Awards for eligible groups achieving the London Youth Quality Mark for the first time.
- d) A grant of £180,000 over 3 years (3 x £60,000) to Partnership for Young London to deliver a programme of specialist support to organisations in receipt of Young Londoners Fund grants.

### Main Report

1. In May 2018, the City Bridge Trust Grants Committee and subsequently the Court of Common Council agreed £1m from the 2018/19 CBT grants budget to fund a range of activities to provide additional support to organisations funded through the Mayor of London's Young Londoners' Fund. CBT funds were envisaged to cover:
  - I. Supporting networking/multi-agency coordination
  - II. Supporting the delivery of high-quality services (eg through training; quality mark schemes)
  - III. Supporting access to safeguarding training and best-practice
  - IV. Supporting sustainability of the most effective projects

2. The GLA has now awarded 186 Young Londoners' grants (mostly for three years) through its first-round process (a second round of applications is planned for 2019/20). In the period August – December 2018 your officer has been negotiating extensively with the GLA and others in the sector to determine the best models of delivery of the above support programmes with the preferred partners – outlined below – identified and agreed in principle at your November 2018 Committee.
3. Support for local networking and multi-agency co-ordination of funded projects is being managed by the GLA, which has now commissioned a number of organisations for this purpose. The CBT contribution of £300,000 to this item will be made directly to the GLA, in suitable instalments to reflect the timing of the support, which itself is contributing significant funds to the overall costs. (A financial analysis of the GLA has not been undertaken due to the nature of the entity.)
4. In pursuance of maximising the quality and sustainability of the projects funded it was determined to support the delivery of the London Youth Quality Mark for those eligible projects which did not have it – now known to be approximately 90 in number. Appendix A provides more detail of what that will involve and the cost of delivering this over the next few years, hence a grant to London Youth of £320,000 over three years is advised. In addition, it is advised that a fund for the LYQM Awards be created with an initial sum of £100,000 being available to provide individual awards of £3,000 to YLF organisations which achieve the quality mark for the first time, via London Youth.
5. It was agreed that specialist training and support to youth work staff (and organisations trustees where appropriate) would be of enormous benefit – for example, on issues of safeguarding, working with adolescents, working with girls and young women. This aspect of the support package will be done following analysis of the existing skills and needs within the funded organisations as well as ensuring the final programme complements work being delivered by London Youth. For this scheme it is proposed to use Partnership for Young London as they have a strong track record in this area of work and have excellent and appropriate partners (eg Safer London). Appendix B provides more detail of what their programme will entail and a grant of £180,000 over 3 years (3 x £60,000) is advised.
6. Table 1 below summarises the recommendations for your approval:

	<b>£ Year 1</b>	<b>£ Year 2</b>	<b>£ Year 3</b>	<b>Total</b>
GLA/Networks (ref 15197)	150,000	100,000	50,000	300,000
London Youth (ref 15198)	120,000	130,000	70,000	320,000
Additional QM Awards funds (via London Youth) (ref 15234)	100,000			100,000
Partnership for Young London (ref 15199)	60,000	60,000	60,000	180,000
				<b>£900,000</b>

7. One of the areas that the Trust is keen to have on offer to front-line staff is access to mental health support. Whilst there is still a need to determine both the need and the appetite for this it is important to note that London Youth is already able to signpost youth workers to this type of assistance.

#### 8. Financial information – London Youth

London Youth's most recent and sole grant is due to end this month. It also partners the Trust in the current Quality Mark programme, whereby organisations which achieve a QM then receive an Award from the Trust (£3000, £5000 or £7000 dependent on the level of QM) though London Youth itself does not hold any of these funds in the form of a grant.

Income in the current year is projected to be lower than in previous years due to the ending of a large contract to deliver the Talent Match programme and to the income in 2016/17 and 2018/19 being augmented by profit from the sale of properties which the charity deemed surplus to requirements. The figure shown for unrestricted reserves in each year is for general funds only and does not include unrestricted designated funds as most of these are in relation to fixed assets or other essential commitments.

Year end as at 31 August	2017	2018	2019
	Audited Accounts	Draft	Budget
	£	£	£
<b>Income &amp; expenditure:</b>			
Income	11,810,656	10,380,654	6,587,690
- % of Income confirmed as at 13 Dec 2018	n/a	100%	27%
Expenditure	(8,150,304)	(7,423,100)	(7,222,678)
Total surplus/(deficit)	<b>3,660,352</b>	<b>2,957,554</b>	<b>(634,988)</b>
Split between:			
- Restricted surplus/(deficit)	(54,963)	265,281	(380,164)
- Unrestricted surplus/(deficit)	3,643,565	2,668,472	(254,824)
Permanent endowment	71,750	23,801	n/a
	<b>3,660,352</b>	<b>2,957,554</b>	<b>(634,988)</b>
Cost of Raising Funds	212,954	212,933	272,641
- % of income	1.8%	2.1%	4.1%
Total expenditure	8,150,304	7,423,100	7,222,678
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	1,733,788	2,645,628	2,390,804
No of months of total expenditure	2.6	4.3	4.0
Reserves policy target	2,037,576	1,855,775	1,805,670
No of months of total expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(303,788)	789,853	585,135

#### 9. Financial information – Partnership for Young London

PfYL currently holds a grant from the Trust (£106,000 over two years) awarded in July 2018 for continuation of work to develop the monitoring and evaluation skills of organisations working with young people in London. PfYL also holds £18,500 awarded in August 2018 by way of a development grant to work up a fuller proposal

under the Cornerstone Fund programme. Both of these grants were conditional upon SORP compliant accounts for 2017/18 – which they now are, following support provided by your Head of Charity & Social Investment Finance. The charity has an expendable endowment fund of £90,000 which can be considered as part of general free reserves and included as such in the table below.

Year end as at 31 March	2017	2018	2019
	Audited Accounts	Audited accounts	Budget
	£	£	£
<b>Income &amp; expenditure:</b>			
Income	212,731	299,509	288,363
- % of Income confirmed as at 14 Dec 2018	n/a	n/a	90%
Expenditure	(159,766)	(279,533)	(287,363)
Total surplus/(deficit)	<b>52,965</b>	<b>19,976</b>	<b>1,000</b>
Split between:			
- Restricted surplus/(deficit)	34,876	10,834	3,400
- Unrestricted surplus/(deficit)	18,089	9,142	(2,400)
	<b>52,965</b>	<b>19,976</b>	<b>1,000</b>
Cost of Raising Funds	37,764	49,511	46,000
- % of income	17.8%	16.5%	16.0%
Total expenditure	159,766	279,533	287,363
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	93,635	102,777	100,377
No of months of expenditure	7.0	4.4	4.2
Reserves policy target	39,942	69,883	71,840
No of months of expenditure	3.0	3.0	3.0
Free reserves over/(under) target	53,693	32,894	28,537

10. If you agree the recommendations there will remain a balance of £100,000 from the original £1m agreed which will be held in the Bridge House Estates designated fund for grant-making as at 31<sup>st</sup> March 2019. This will be used to provide support to the networks and those groups who will be funded through the second round of the Young Londoners Fund process – with those grants likely to be decided in late 2019. This second-round cohort is likely to include many groups now funded through round one and, as such, will not need the level of investment in support that is required in these first few years. However, should new or additional need emerge at that time then a report will be brought to your Committee for your consideration.

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## LONDON YOUTH QUALITY MARK - OUTLINE PROGRAMME

### **The Quality Mark Journey**

The journey towards the Quality Mark consists of three stages:

#### **A. Getting started**

The person who will be leading on the Quality Mark attends a 'Getting Started on the Quality Mark' workshop delivered by two London Youth Membership Development Officers. This workshop will provide them with the information needed to start working towards the Quality Mark, as well as an opportunity to connect with other organisations that are also embarking on their journey towards the Quality Mark.

#### **B. Journey – training and 121 support**

The organisation will start compiling their evidence to show that it meets the criteria outlined by the Quality Mark framework. During this process, each organisation has a designated Membership Development Officer who will be their first point of contact and will support them with:

- Personalised information about opportunities and training available through London Youth
- Regular catch ups to discuss progress and address any queries
- Templates, resources and signposting to 121 advice from specialist London Youth staff

Throughout this period relevant staff within the organisation will also attend training provided by London Youth.

When the organisation is getting close to completing their portfolio of evidence, their designated Membership Development Officer will schedule a 'Quality Mark check-in meeting' to review their evidence and provide tailored feedback to ensure the organisation is successful in their assessment.

#### **C. Assessment**

Two London Youth staff will visit the organisation to carry out an assessment of their portfolio. Following that, the lead assessor will develop a detailed action plan which they will share with the organisation. As part of the action plan, the lead assessor will share templates and resources as required and will follow up with the organisation to ensure agreed priority actions are completed within a set timeframe.

### **Delivering to a Growing Network**

London Youth aims to support at least 90 organisations to achieve their Quality Mark for the first time (and c.17 to renew their Quality Mark) as part of the Young Londoners Fund over the next three years. This proposal concentrates on the 90 organisations doing the mark for the first time.

In order to achieve this LY will deliver 12 'Getting Started on the Quality Mark' workshops and significantly increase the number of members receiving 121 support.

In order to meet the demand outlined above LY will need to:

1. Increase its capacity to deliver Quality Mark assessments
2. Grow its training portfolio to offer more spaces in key topics
3. Enhance its support and resources available to members
4. Secure additional resources for customer service and administration

In addition to growing the number of organisations achieving the Quality Mark it will achieve the following outcomes:

- More flexibility for members to access information and resources as and when they need it – and a wider range of resources and tools available to them
- Increased capacity to support members with complex queries
- Members will be more aware of opportunities available to them, through tailored communications based on their organisation’s focus and preferences
- Saving its members time by enabling them to complete simple transactional processes online
- Improve its members’ experience of London Youth

## 1. Quality Mark assessments

The assessment process consists of a site visit which can last up to a full day, and a detailed action plan which is shared with the organisation after the visit. This, included with some follow up activity to complete the action plan, takes an average of 3.5 days (2 people x 1 day for the visit and 1.5 days for action plan and follow up).

	Required (for 90 additional Bronze QM)
Lead assessor days	225
Assessor days	90
<b>TOTAL</b>	<b>315</b>

## 2. Training and professional development

London Youth’s training offer for members is an essential part of their journey towards achieving the Quality Mark. As part of the Quality Mark process, it ensures that members provide their staff with essential training in areas such as safeguarding, health and safety, or equality and diversity, as well as development opportunities in specialist areas such as leadership and mental health. The portfolio of training is constantly evolving and is designed to meet members’ needs in key quality areas identified within the Quality Mark.

Main training areas covered.
Introduction to Mental Health
Setting up a youth board
Introduction to Impact measurement and evaluation
121 Learning clinics
Introduction to Safeguarding
Accredited Designated Safeguarding Officer training
121 Safeguarding clinics
Policies (safeguarding and health & safety)
Premises management
Risk Assessment
Introduction to Equality and Diversity
Leadership and Management in Youth Work
Introduction to strategy
Writing a business plan
Fundraising development and income diversification
Duties of a Trustee
Risk management
Data protection, GDPR, Cyber Security
Quality Mark workshop

### 3. Advice and support for members

Each London Youth member has an allocated Membership Development Officer who will support them through their membership journey. They are responsible for making sure each member receives support tailored to their needs and finds out about opportunities that might be important to them. The Quality Mark is a crucial part of the membership journey, being provided with resources, signposting to training and specialist 121 support, and answers to any queries they may have until they are ready for assessment.

In order to increase reach and impact, LY wants to:

- Enable members to access information and templates as and when they need them and have a wider access to resources and tools
- Increase the time the three Membership Development Officers spend supporting members with complex queries and tailored 121 support

In order to develop and sustain a high-functioning 'Members Only' area on our website, LY will bring in external systems development support and create a new Digital and Database Officer role.

### 4. Customer service and administration

With more members working towards the Quality Mark and a growing number of training courses taking place, LY will need additional administration support in the form of a Membership and Training Administrator role. They will manage membership enquiries and ensure that members have the best experience as possible when signing up to become a member or attend one of our training courses. They will co-ordinate assessment visits and support basic information enquiries. They will free up the time of the Membership Development Officers to provide more specialised support.

### Budget Summary

Cost for Cohort 1	Oct 2018 - Aug 2019	Sept 2019 – Aug 2020	Sept 2020 – Aug 2021	Total
Assessors and plans	£12,500	£37,500	£12,000	£62,000
Training and member development	£33,500	£17,500	£15,000	£66,000
Support and advice – resources and data support, website development	£31,000	£35,000	£20,000	£86,000
Customer service & administration	£23,000	£25,000	£15,000	£63,000
Contribution to management time and support costs – covering computers, payroll, and opportunity cost of management supporting this over other opportunities	£20,000	£15,000	£8,000	£43,000
<b>TOTAL</b>	<b>£120,000</b>	<b>£130,000</b>	<b>£70,000*</b>	<b>£320,000</b>

\*Note: assumes final year requires a reduction in time needed for support to Round 1 cohorts

**PARTNERSHIP FOR YOUNG LONDON - OUTLINE PROGRAMME**

Background Information

This provides details of an offer to recipients of the Young Londoners Fund. The information in this overview will need to be reviewed in line with the following before any work commences:

- The alignment of any offer with the London Youth Quality Mark offer to avoid duplication and acknowledging the capacity of groups who will need to do both the Quality Mark and Project Oracle/Centre for Youth Impact training
- A review of this offer in line with what is in place via the local networks being funded
- An analysis of the needs of the groups being completed in the first few months and then the targeted training and support plan being agreed
- To ensure any work delivered complements any funder plus work being piloted via CBT
- Finally, the need to ensure that people are signposted to existing sources of support i.e. Pilot Light, Reach, London Plus, and Cranfield Trust among others, to reduce duplication.

1. Communications

To be cascaded out to projects via monthly updates with case studies - links to the following NSPCC free online resources:

- Safe networks standards
- Are they safe resources
- BME and multi faith work
- London Safeguarding Tools
- Research and funding opportunities
- Access to the London Policy Network meeting

2. Review of needs

Stage One – Interviews, and meetings with a cross-selection of the groups to assess what support is needed. This could be supplemented with a questionnaire out to other groups. Needs analysis report completed and programme of training or one to one support established

Stage two – The provision of training for groups geographically located in partnership with the local infrastructure where possible. Additionally, specialist seminars and thematic events to be considered regionally in line with the needs (see below)

3. Specialist seminars and events

To be delivered in conjunction with Safer London Foundation and other partners on issues including: safeguarding and adolescents; contextual safeguarding; missing from education; trauma-based approach; roundtables and sessions with both statutory and voluntary sector leads on how to focus on young people; what works; what the research shows. At least 3 specialist sessions to be facilitated per year.

#### 4. Training Package – this could include:

##### Entry/Refresher level safeguarding training and other options

- Refresher Courses for groups using the NSPCC safeguarding materials, This would be a full day's training on safeguarding in line with the revised guidance on [Working Together 2018](#). Safe Network has now been absorbed into NSPCC and they have a range of free resources for the section from an introduction, to safeguarding BME communities, safeguarding in faith contexts to section 11 standards. This is being discussed in more detail with central government as there has been increased focus on safeguarding and the charity sector, further discussions are taking place about revising these standards and its distribution.

##### Safeguarding and young leaders

- Local pilots on young people and safeguarding, focusing on what young people know about in terms of safeguarding and how can they be supported in their youth leadership roles or through social action and volunteering
- This will consist of locally designed packages of support looking at the safeguarding context, it could also include youth led research in key areas on what issues concern young people, it will contact various aspects of training i.e. research, safeguarding, campaigning, youth leadership among others
- This will link with local networks and infrastructure groups to facilitate the training

##### Designated safeguarding officers

- DSO Training days for groups with NSPCC, on the roles and remits of DSOs, this could also be developed into a DSO London based network which could be taken forward (based on a national network that is in place for the VCS)
  - With key elements of learning attached to meetings i.e. community of interest groups, safeguarding in the arts or via outreach etc

##### Other topics which can be delivered (depending on the feedback):

- Business Planning
- Profiling your Impact
- Data Literacy
- Research and campaigning
- Supporting staff
- Leadership

Annual Budget:

1. Coordinator costs @ c. £28,000 for 5 days per week plus on costs and pension at the outset, this would then probably reduce to three days a week once the training is underway
  - Initial costs for 6 months @ FT = **£16,000**
  - Follow up costs for 6 months @ 3 days = **£10,000**
2. Management costs = **£4,000**
3. Admin costs = **£3,000**
4. Draft costs for training and support would be from a fund of c.£27,000:
  - a. Specialist seminars x 3 on adolescent safeguarding and including trainer or facilitation costs, venue hire and catering
  - b. Workshop cost x min 6 entry level safeguarding refresher course and including specialist trainers, venue hire, catering, etc .
  - c. DSO safeguarding training (est £1,500 per event)
  - d. Youth Leaders Training (est £2,000 per pilot site x 3)

**Total = £60,000**