

**ASSESSMENT CATEGORY - Strengthening London's Voluntary Sector****West London Zone**

**Adv: Jemma Grieve Combes**  
**Base: Kensington & Chelsea**  
**Benefit: Hammersmith & Fulham**

**Amount requested: £90,000**

**Amount recommended: £90,000**

**The Applicant**

West London Zone (WLZ), a charity, is a partnership initiative established in 2014 to support at-risk children and young people in North Hammersmith and North Kensington. Inspired by the Harlem Children's Zone in the US, WLZ coordinates the work of local partners including charities, schools and children's centres, to deliver a joined-up approach focused on the needs of the whole child. Early intervention is key to the model, and the charity uses a data-driven, evidence-based approach to actively identify children in need of support before crisis is reached. They work with children on a long-term basis and aim to transform the whole community.

**The Application**

The charity is requesting funding towards the salaries of its Partnerships Manager and Data and Systems Manager. These roles are a critical part of the planning and delivery of the partnership enabling it to develop and maintain its data, actively support partners with data collection, generate shared learning, monitor service delivery and coordinate support.

**The Recommendation**

WLZ uses an innovative approach to reach children that would otherwise fall 'under the radar' of support services. Results have been impressive. In 2017 85% of the cohort achieved the milestone set for them at the beginning of the year. But what is also impressive is the functioning of the partnership itself. The collective impact model has allowed local charities and other services to take a more joined up approach, better identify children at need of support and to take a shared learning approach. A grant from the Trust would allow WLZ to build the capacity of partners and to strengthen the partnership as it continues to grow its activities.

***£90,000 over three years (3 x £30,000) towards the salaries of a Partnerships Manager (17.5 hrs) and Data and Systems Manager (17.5 hrs).***

**Funding History**

| Meeting Date | Decision  |
|--------------|---|
| 18/03/2016   | £150,000 towards the cost of West London Zone's Collective Impact Bond. |

**Background and detail of proposal**

The WLZ model has three key stages. The first is 'proactive identification' where WLZ works with local schools to identify children to support. Once identified children are assigned a Link Worker who codesigns a package of support with each child and their families. The second stage is 'act' where the WLZ partners deliver a package of support to each child. This could include mental and emotional wellbeing support, academic tutoring or therapeutic arts work. The Link Worker works with the child, ensuring that they attend support and meets regularly with them to monitor progress. They also actively signpost to other services. The final stage is 'lasting impact'. Children are supported for at least 2 years, until they are on track against all targets.

A critical part of WLZ's role is to support its partners to collate, analyse and act on data. In the initial identification stages WLZ runs and analyses its 'My Survey' in schools. This has been successful in identifying children 'under the radar' and charities have fed back that the children identified are often more challenging than they are used to. In the 'act' stage, WLZ works with partners on a daily basis to ensure data from support sessions is correctly input into 'Partner Dashboards'. All partners use this tool and it is critical to monitoring each child's progress. At the 'lasting impact' stage, WLZ identifies learning and share insights. In a recent Partner Survey 91% said that data collected via WLZ is useful for their own delivery.

In addition to this shared learning provision, WLZ supports its partners to improve data practices. All partners take part in an annual quality assurance process using a bespoke 'Confidence Framework' which includes elements on monitoring. WLZ also provides in-depth support to partners on an ad-hoc basis, for example, it supported one charity to develop a theory of change and another to undertake its own analysis.

### Financial Information

Since its formation, West London Zone has grown rapidly from a pilot project serving 132 children in 3 schools in 2016 to 417 children in 15 schools in 2018. The charity advises that the growth is planned and manageable and is developing its internal infrastructure accordingly. Growth from now onwards is planned to be steadier and the organisation aims to be at scale in four to five years.

In 2017 WLZ launched a Collective Impact Bond To deliver coordinated intervention at scale. This was supported by a loan of £350k together with a £150k grant from the Trust. It holds £150k in a designated reserve as security against any losses in repayment of the loan. WLZ has a relatively high reserves target at 6 months' total expenditure. The charity states that it needs this holding to reflect the fact that it is a young charity with a quick pace of growth and due to the risk associated with its outcomes-based funding model.

| Year end as at 31 March                     | 2017<br>Audited Accounts<br>£ | 2018<br>Forecast<br>£ | 2019<br>Budget<br>£ |
|---|-------------------------------|-----------------------|---------------------|
| <b>Income &amp; expenditure:</b>            |                               |                       |                     |
| Income                                      | 1,201,027                     | 1,481,672             | 1,874,382           |
| - % of income confirmed as at March 2018    | n/a                           | 94%                   | 65%                 |
| Expenditure                                 | (673,151)                     | (1,035,172)           | (1,731,085)         |
| Total surplus/(deficit)                     | 527,876                       | 446,500               | 143,297             |
| Split between:                              |                               |                       |                     |
| - Restricted surplus/(deficit)              | 134,000                       | 121,688               | (2,632)             |
| - Unrestricted surplus/(deficit)            | 393,876                       | 324,812               | 145,929             |
|   | 527,876                       | 446,500               | 143,297             |
| Cost of Raising Funds                       | 44,588                        | 106,428               | 169,984             |
| - % of income                               | 3.7%                          | 7.2%                  | 9.1%                |
| Operating expenditure (unrestricted funds)  | 591,764                       | 889,965               | 1,410,103           |
| <b>Free unrestricted reserves:</b>          |                               |                       |                     |
| Free unrestricted reserves held at year end | 546,927                       | 871,739               | 1,017,668           |
| No of months of operating expenditure       | 11.1                          | 11.8                  | 8.7                 |
| Reserves policy target                      | 168,288                       | 517,586               | 865,543             |
| No of months of operating expenditure       | 3.0                           | 6.0                   | 6.0                 |
| Free reserves over/(under) target           | 378,639                       | 354,153               | 152,126             |