

Committee	Date
Grants Committee of the Bridge House Estates Board	6 March 2023
Bridge House Estates Board	27 March 2023
Subject: Propel Funding Round One	Public
Report of: Sacha Rose-Smith, Chief Funding Director	For Decision
Report authors: Nat Jordan, Head of Propel Programme; Shegufta Slawther, Head of Propel Programme	

Summary

Propel (formerly known as Collaborative Action for Recovery) is a funder collaboration stewarded by London Funders (charity no.1116201), which iterates the successes of the London Community Response (LCR), a pioneering and widely celebrated vehicle for funder collaboration in response to the Covid-19 pandemic. Propel extends collaboration beyond the emergency context to provide strategic and long-term funding at scale, continuing to test and learn from progressive approaches to funding. Its overarching aim is to deliver funding for systems change work, and it has been focussed in its first round across three mission areas (determined by early collaborators to be the best fit across funders' current strategies and priorities). These missions are: building strong communities, supporting children and young people, and building a robust safety net through support of the advice sector (full criteria is included at Appendix 1). Also building on the successful reach to underrepresented communities of the LCR, Propel prioritised funding to organisations led by and for communities experiencing racial inequity, Deaf and Disabled people, LGBT+ people, and women and girls. Its first round of funding launched in October 2022 and closed for applications in early December.

City Bridge Trust (CBT) is a leading contributing funder to the programme, with an expected total of recommendations within the first round of approximately £7m.

The purpose of this report is to present seven applications for decision today under the programme. Further applications are under consideration under the scheme of delegated authority, for which an overview is provided in Appendix 2 to this report.

Recommendation

It is recommended that the Grants Committee of the Bridge House Estates Board, in the discharge of functions for the City Corporation as Trustee of Bridge House Estates and solely in the charity's best interests:

- (i) Endorse to the BHE Board the recommendations for funding of the following four grants (totalling £4,128,000):
 - a. £1,073,400 over three years to the Bridge Renewal Trust (charity no. 1131941) at Appendix 3;
 - b. £989,600 over three years to Inclusion London (charity no. 1157376) at Appendix 4;
 - c. £1,216,600 over three years to The Ubele Initiative (company no. 09035399) at Appendix 5; and,
 - d. £848,400 over three years to Young Westminster Foundation (charity no. 1169255) at Appendix 6.

- (ii) Approve the following three recommendations (totalling £1,398,000):
 - a. £398,000 over three years to Lewisham Refugee and Migrant Network (charity no. 1058631) at Appendix 7;
 - b. £500,000 over three years to Race on the Agenda (charity no. 1064975) at Appendix 8; and,
 - c. £500,000 over three years to Women's Environmental Network (charity no. 1010397) at Appendix 9.
- (iii) Approve the rejection of one grant to Community Barnet (charity no. 1071035) at Appendix 10.

It is recommended that the Bridge House Estates Board, in the discharge of functions for the City Corporation as Trustee of Bridge House Estates (charity no. 1035628) and solely in the charity's best interests:

- (i) Agree, as per the terms recommended by the Grants Committee, funding to:
 - a. The Bridge Renewal Trust (charity no. 1131941) of £1,073,400 over three years at Appendix 3;
 - b. Inclusion London (charity no. 1157376) of £989,600 over three years at Appendix 4;
 - c. The Ubele Initiative (company no. 09035399) of £1,216,600 over three years at Appendix 5; and
 - d. Young Westminster Foundation (charity no. 1169255) of £848,400 over three years at Appendix 6.

Main report

1. The Propel proposals under consideration by CBT are, if agreed, to be distributed as 'aligned' grants, made within the bounds of the principles and processes of the funder collective (such as the shared criteria and application portal), but administered using CBT's usual grant making processes.
2. A total of 600 applications were received across Propel's two programmes: 'Explore' and 'Deliver and Develop' (D&D) grants. Approximately 90% of those that passed initial eligibility checks self-identified as user led organisations in the applications.
3. CBT replicated the successful role it took in the LCR of reviewing remaining applications not yet earmarked for assessment by other funders that were led by and for one or more of the priority communities of interest. This involved the initial assessment of over 400 applications. This ensured that, despite the scale of demand, all 'by and for' applications received some consideration from funders. For CBT, this resulted in a shortlist for assessment of 13 D&D applications (two of which are under consideration for co-funding), and 29 Explore applications. The majority of applications not shortlisted across both programmes were determined to not meet CBT's priorities, though others were necessarily deprioritised due the scale of demand, capacity for assessment, and available funding.
4. The number of applications under assessment is a small proportion of the total number of applications received. Propel is intended to be a 10-year programme; a budget of £7m has been earmarked for this first round to ensure funding is available

for proceeding years. As such, those that have been assessed were identified as the strongest applications during the shortlisting process, and those that collectively meet the priorities of the programmes. Specifically, for D&D applications, the realistic opportunities for building systems change outcomes were assessed; the levels of existing partnerships and scale of work required to truly engage with issues at a systems level.

5. The level of funding that applicants could apply for (up to £1.5m over three years for D&D grants) was agreed by collaborating funders following input from equity partners and other sector organisations at design workshops that informed the criteria, in recognition that Propel's ambition for systems change and partnership at scale may require significant investment. The usual policy under CBT's responsive grant making is not to award revenue grants that include posts at more than one FTE. All seven of the D&D assessments include recommendations for supporting the cost of posts above this level. Building on the learning from previous specialist, exceptional programmes such as the London's Giving scheme, and The Cornerstone Fund (TCF), there is a recognised need for meaningful investment in strategic programmes looking to achieve ambitious outcomes at scale. Both the London's Giving scheme and TCF did not apply a limit to the number of posts that could be funded under each grant. Similarly, for Propel, assessors worked closely with each applicant organisation to interrogate budgets and meaningfully analyse the core requirements for each application. Where Propel recommendations include funding for more than one FTE post, a rationale has been provided for why funding at this level is appropriate, recognising the high calibre of applications selected for assessment.
6. Members may note that a number of the applications under consideration are in receipt of current funding in one or more of CBT's other programmes, including Bridging Divides and other strategic programmes such as The Cornerstone Fund. Five D&D applications under consideration are for infrastructure organisations. The overlap in CBT and Propel funding is reflective of the fact that many of these organisations are also relevant in terms of their mission and vision for Propel D&D grants, and these organisations are also more likely to be at the appropriate stage in development of relevant research, networks, and partnerships to undertake work of the ambition and scale of the intended systems change outcomes of the Propel programme.
7. Whilst this means that the range of work to be funded is impressive, it is hoped that in future rounds more organisations can be funded through Propel that are not the 'usual players' – organisations which are newer to the work or which have struggled to access CBT (or other mainstream) funding in the past perhaps.
8. The 'Explore' strand of Propel – which will afford successful organisations 12-months' exploratory capacity to unpick the systems that operate around the issues that they work to address, but that they frequently lack the capacity to do so due to the need to focus resource on meeting acute needs – will provide the pipeline to ensure that future rounds of 'D&D' are able to consider applications from a broader selection of developed work and a more diverse range of organisations. Seven out of the 29 'Explore' applications under assessment are from organisations that provide second tier support. This proportion is therefore a key element to the equitable approach CBT is taking through the programme.

9. The collaboration's learning partner, IVAR, is leading on the development of a shared learning and evaluation framework that captures progress of the funded work and the shared principles and ambitions of the collaboration. This work will inform the planning for future rounds of funding, as well as building on the learning gathered through this round of funding.

Conclusion

10. The applications presented for consideration today propose ambitious, large-scale work over the next three years that will provide vital resource and capacity to affect systems change on issues that affect some of the most marginalised and underserved communities in London. Propel is intended to be a 10-year programme and longer-term opportunities are planned to be available through Propel, informed by the learning from this first round, to develop the potential for this work even further.

Appendices

- Appendix 1 – Propel Criteria
- Appendix 2 – Pipeline of Propel applications not presented for decision today
- Appendix 3 – Bridge Renewal Trust (charity no. 1131941)
- Appendix 4 – Inclusion London (charity no. 1157376)
- Appendix 5 – The Ubele Initiative (company no. 09035399)
- Appendix 6 – Young Westminster Foundation (charity no. 1169255)

Appendices 7-10, having already been considered and approved by the Grants Committee, are available on request

- Appendix 7 – Lewisham Refugee and Migrant Network (charity no. 1058631)
- Appendix 8 – Race on the Agenda (charity no. 1064975)
- Appendix 9 – Women's Environmental Network (charity no. 1010397)
- Appendix 10 – Recommended for rejection

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Appendix 1 - Propel criteria

Explore – a grant for up to one year, for up to £50,000, for organisations to explore the issues they want to tackle, how change might be possible and who needs to be involved in making the change happen.

Deliver and Develop – a grant for up to three years of up to £1.5m to expand existing delivery, learn about the impact, and build partnerships to scale approaches that work.

Missions

A New Deal for Young People (NDYP): enabling more disadvantaged young people to benefit from quality mentoring and youth activities and powering systemic change and sustainability within the youth sector:

A: Work that focuses on increasing the quantity and quality of mentoring for young people and includes capacity for rapid scale up and to support high numbers of disadvantaged young people. Mentoring includes high quality youth activities that build a trusted relationship over time, is responsive to the needs of the young person, and uses trust to build skills and opportunity for change.

B: Work that empowers system change and sustainability within the youth sector, in particular by:

- Strengthening young people's voice and leadership;
- Connecting smaller and larger youth organisations together with funders, decision makers, and regional networks.

CBT is primarily considering NDYP applications under strand B of this mission.

Building Strong Communities (BSC): all Londoners will have access to community resources ensuring they can volunteer, get support and build strong community networks. A strong civil society will ensure communities have the voice and tools to make London a more equal and inclusive city:

Underpinning or growing the accessibility and sustainability of resources where communities can come together to support themselves and each other. Areas of focus are:

- A. Work to establish, improve access to, or grow resources (physical and/or non-physical) that enable the strengthening of voice, leadership and civic engagement, particularly with underrepresented or marginalised communities e.g., a network that provides community development, capacity building or training. Note that this doesn't include capital costs (e.g. the costs of extending a building)
- B. Work that ensures resources (physical and/or non-physical) are sustainable and are protected for the community; that brings assets into community ownership; and/or that supports local people to engage with development in their local areas, particularly those who have least access.

Robust Safety Net (RSN): ensuring every Londoner is able to access the support they need to prevent or alleviate financial hardship and building a strong and sustainable advice sector

- A. Building the future workforce for the advice sector, ensuring that advisors are rooted in communities experiencing disadvantage.
- B. The sustainability of the organisations and services that provide advice to marginalised communities, linking to job pathways for those who are trained under the advice workforce development initiatives.

Appendix 2 - Pipeline of Propel applications not presented for decision today

Explore applications under consideration under delegated authority (up to £50,000).

Organisation	Amount requested
TOURETTESHERO CIC	£49,910
Community Health Action Trust (CHAT)	£13,000
Friends of the Joiners Arms Ltd	£49,797
SISTERS OF FRIDA CIC	£40,000
TEEN ACTION	£48,101
CVS Brent	£47,210
St Mary's Centre Community Trust	£36,306
MABADILIKO CIC	£49,112
MATERNITY ACTION	£50,000
Project Zero WF	£48,698
QUEERCIRCLE CIO	£48,442
HEADWAY EAST LONDON	£49,075
The Maya Centre	£49,968
ANTI TRAFFICKING AND LABOUR EXPLOITATION UNIT (ATLEU) LIMITED	£42,013
Place at My Table	£44,260
British Deaf Association	£49,900
Mosaic LGBT+ Young Persons' Trust	£48,032
Day-Mer, Turkish and Kurdish Community Centre	£50,000
Hibiscus Initiatives	£50,000
HACKNEY CHINESE COMMUNITY SERVICES ASSOCIATION LIMITED	£49,500
WOMEN@THEWELL	£33,377
Connect: North Korea	£49,951
Against Violence and Abuse (AVA)	£49,993
Connected Routes CIC	£49,500
The Empowerment Group	£40,000
EKOTA ACADEMY LTD.	£36,000
Goldstar Creative Marketing	£49,820
BME VOLUNTEERS CIC	£49,800
Sub-total	£1,271,765

Deliver and Develop applications

Under consideration under delegated authority (up to £250,000)

Organisation	Amount requested
Action on Disability	£150,891
Disability Law Service	£294,949*
Indoamerican Refugee and Migrant Organisation (IRMO)	£880,862**
Sub-total (CBT contributions)	£500,891

Still under assessment for committee decision in June 2020

Organisation	Amount requested
HEAR Equality and Human Rights Network	£328,300

* This application is being considered for co-funding alongside the London Legal Support Trust (LLST). CBT officers are assessing for a contribution from CBT of £150k and the balance being met by LLST.

** As above, this application is being considered for co-funding alongside the LLST. CBT officers are assessing a contribution £200k to an overall revised request of £500k.

Appendix 3 – Bridge Renewal Trust (charity no. 1131941)

MEETING: 06/03/2023

Ref: 20037

ASSESSMENT CATEGORY: Bridging Divides - Deliver and Develop

The Bridge Renewal Trust

Adv: Kristina Glenn

Base: Haringey

Benefit: Haringey

Amount requested: £1,500,000

{Revised request: £1,073,400}

Amount recommended: £1,073,400

The Applicant

Bridge Renewal Trust (BRT) is a registered charity (number 1131941) established in 2009. It grew out of a regeneration initiative in South Tottenham and manages three community buildings, which provide affordable accommodation for several local groups and a GP practice and a steady income stream for the charity. BRT aims to address poverty and reduce inequalities by promoting physical and mental health and to work collaboratively and in partnership with others in projects to enhance well-being. It runs a range of services including a Home from Hospital and a social prescribing service. It is Haringey Council's strategic partner to strengthen the voluntary sector through capacity building. It hosts Haringey Giving which you support. Its work with young people has been mainly in the Tottenham area of Haringey. Bridge Renewal Trust supports 15,000 people a year. 75% of its nine trustees are from minoritized communities, as well as over 50% of its staff.

The Application

The application is to strengthen the voice of disadvantaged young people aged 10-24 and increase the resilience of youth organisations in Haringey. It aims to identify thematic issues and gaps, develop recommendations, and act.

BRT will specifically address racial inequality faced by black and minority ethnic young people in a partnership with two black-led organisations: The Godwin Lawson Foundation (GLF) and the North London Consortium Partnership (NLCP). GLF is a small grassroots organisation established in 2012 by the parents of Godwin Lawson who was a victim of knife crime. It runs an annual leadership programme for young people aged 11-19 and their families. NLCP is a consortium of minoritized voluntary organisations, established in 2003, which delivers youth engagement and capacity building to address employment issues. Work with young people will focus on wards in Haringey with the highest levels of deprivation.

The application aims to strengthen the capacity of community organisations which work with young people to ensure longer term change and sustainability.

After discussion with BRT, a revised budget was provided for the proposed work. Key changes to the application are the removal of an onwards grants programme (which falls outside the scope of CBT's funding) and a reduction in funding to one of the partners to ensure that the application is for less than 50% of its income.

Background and detail of proposal

In a report commissioned by BRT in 2022, young people said that they felt unfairly treated and racially discriminated against in schools, in employment and by the police. Currently 80.1% of school children in Haringey are from a minority group. Despite recent reductions in youth crime, Haringey has the third highest rate of knife crime with injury in London, with young black and minority ethnic young people overrepresented as victims and perpetrators (Haringey Council 2022). Black boys have the lowest attainment at GCSE.

Young people told BRT that they felt excluded from decision making and lacked a voice on issues that affect them. This is compounded by a lack of a strong youth sector in the borough with many organisations working in isolation and unable to lead a response to systemic issues facing minoritized young people.

The application aims to address these issues through a partnership which will support young people, share ideas, and influence policy. It builds on work developed in 'Home Cooked in Tottenham'; a two-year programme funded at £750,000 a year from 2021-2023 by the Greater London Authority's Violence Reduction Unit. It took an early intervention approach, building community capacity and establishing young people's involvement through a Youth Steering Group. It focused on one ward in Tottenham.

The project will continue to work with strategic partners such as Haringey Council. Police will attend youth engagement events to build trust. BRT will, for example, use its membership of North London Central Integrated Care Board Voluntary, Community and Social Enterprise (VCSE) Alliance to strengthen minoritized young people's voices and youth organisations' involvement in health issues. It will build on strong relationships with schools and colleges to expand its youth voice work.

Young people's voices will be developed through a strengthened Youth Advisory Board. Young people, as 'experts by experience', will deliver social action projects addressing the themes of education, employment, physical and mental health, and police community relations.

BRT has identified over 700 organisations in Haringey that work with young people. BRT has identified a need to build the resilience of these organisations and to increase their understanding of the role of young people's voice in improving services and influencing positive change. A full-time worker will help to significantly strengthen the capacity of youth organisations through support with business planning, bid writing, monitoring and evaluation, and promoting greater collaboration within the voluntary sector and with statutory agencies. A new borough-wide Haringey Youth Organisation Network will be established to support individual organisations, strengthen links between organisations and promote collaboration and partnerships. Essential to this capacity building is understanding and strengthening the voice of minoritized young people in the youth sector.

The project will be led by a coordinator, with an outreach worker, capacity worker and a part-time communications officer to increase reach, demonstrate success and maintain links with over 700 partners and 1,800 young people.

Through its partnerships and activities, the project aims to attract at least 1,800 young people over three years to engagement events which will build confidence and skills;

360 young people will be involved in peer leadership in education, employment and enterprise, healthcare, and police community relations; and 210 youth organisations will attend events to strengthen funding opportunities and partnership working.

A minimum of 80% of participants will report increased self-confidence, self-esteem, and communication skills with a minimum of 80% of young people directly leading social action. 80% of youth organisations will be more aware of support and strategic networks leading to increased funding and collaborations.

These outcomes will be monitored and evaluated by young people trained as paid peer researchers and reviewers. This action research approach will inform future development of the project both with young people and the voluntary sector. An independent evaluation will be undertaken throughout the project to embed learning and guide future action.

Financial Information

BRT has been consistently supported by a range of local and regional government funds. It has contracts from NHS Commissioners and had 22 grants from Haringey Council for services ranging from Home from Hospital to Somali Outreach Work in 2021/22. BRT received rental income of £438,866 and earned income from sales of £64,533. Other significant funding sources included a Greater London Authority grant of £400,000 and £45,000 from the Arts Council England. CBT funding would be the largest source of support from trusts and foundations.

£3.7m was held in unrestricted reserves at the end of 2022 but just over £3m was designated against the book value of programme related investments.

The organisation has a Finance and Investment Committee which ensures that four months' reserves held at March 2022 met cashflow requirements but recognises that 'there is still much to be done to achieve the six months' operating costs target'. At March 2022, BRT accounts showed £663k of free unrestricted reserves representing 3.8 months of operating expenditure. Although the reserves policy has not been met BRT is a stable organisation which has consistently increased its surpluses. It has a high level (95%) of confirmed income for 2023/24.

BRT as the lead organisation will support delivery and compliance for both partners.

Year end as at 31 March	2022 Signed Accounts £	2023 Forecast £	2024 Budget £
Income & expenditure:			
Income	2,863,405	2,867,015	2,792,914
Expenditure	(2,487,968)	(2,758,012)	(2,595,926)
Gains/(losses)	(3,284)	0	0
Surplus/(deficit)	372,153	109,003	196,988
Reserves:			
Total restricted	164,890	192,140	258,840
Total unrestricted	3,703,250	3,785,003	3,915,503
Total reserves	3,868,140	3,977,143	4,174,343
Of which: free unrestricted	663,502	745,255	875,755
Reserves policy target	1,047,634	1,196,674	1,256,097
Free reserves over/(under) target	(384,132)	(451,419)	(380,342)

Funding History

ID	Type	Meeting Date	Decision
IPP237	Inflationary Pressures Payment	21/11/2022	£4,878 towards increased costs resulting from high inflation and rising demand.
19307	London's Giving	26/9/2022	£250,500 over three years towards the strategic development of Haringey Giving.
19150	Cornerstone Fund	20/6/2022	£300,000 over three years towards a project to build the capacity of Place Based Giving Schemes in London to develop and apply Participatory Grant Making models in a local context.
18693	Cornerstone Fund	30/9/2021	£25,000 towards the development of a collaboration of Place Based Giving Schemes to address structural discrimination in accessing funding and support using participatory methods across diverse communities in London.
17491	Bridging Divides	28/1/2021	£210,000 over three years towards the core costs of the ongoing development of Haringey Giving (HG).
14495	Strategic Initiatives	31/1/2018	£105,000 over two years towards the salary of a f/t Director for Haringey Giving.
12233	Investing in Londoners	28/1/2015	£72,900 over three years towards a food growing, cookery and family well-being programme.

The Recommendation

BRT is a strong organisation which has long term partnerships with statutory and voluntary sector organisations in Haringey. It will use these partnerships to address racial inequity faced by young people from minoritized communities, including the two main delivery partners: GLF and NLCP.

The project builds on a GLA funded partnership of five organisations, which tackled serious youth violence in Tottenham and BRT research on young people's experience of living in the borough. Funding will allow three black led organisations to utilise learning from the Tottenham project to expand work into other deprived wards in Haringey. Central to success will be finding ways to engage and train young people and strengthen their voice through social action projects. Young people will be involved in every stage of the project. This includes influencing how council, health and police services for young people are developed and delivered. Strengthening Haringey's fragile youth sector informed by young people's voices, will ensure longer term sustainability and that their voice is heard and importantly acted on by statutory and voluntary sector organisations.

This is an ambitious application which has been amended to reflect the capacity of all partners. There are strong partnerships in place between the three delivery organisations and a clear monitoring and evaluation framework. The project can therefore respond quickly so that longer term plans reflect local need. Funding is recommended as follows:

£1,073,400 over three years (£357,800, £357,800 and £357,800) towards the costs of a full-time programme coordinator, a full time youth outreach and engagement lead, a full time fundraising and capacity building lead, a part time communications officer, programme activities and partner costs.

Appendix 4 – Inclusion London (charity no. 1157376)

MEETING 06/03//2023

Ref: 20005

ASSESSMENT CATEGORY: Bridging Divides - Deliver and Develop \ Building Strong Communities

Inclusion London

Adv: Ben Banks

Amount requested: £989,600

Base: Lambeth

Benefit: Greater London

Amount recommended: £989,600

The Applicant

Founded in 2008 as a CIC and later registered as a Charitable Company in 2014 (number 1157376), Inclusion London (IL) promotes Deaf and Disabled people's equality and inclusion by supporting Deaf and Disabled People's Organisations (DDPOs) in London. IL itself is led and managed by Deaf and Disabled people (D&DP) and works pan-London to convene campaigning networks, offer DDPO-specific consultancy and training, support its members with legal advice training and business/strategy support. By raising awareness and understanding of the unique contribution DDPOs make to London and Deaf and Disabled Londoners, encouraging them to have a strong and influential collective voice and delivering empowering and effective services, IL seeks to effect systems change in London.

The Application

IL seeks funding to address barriers to career progression and leadership roles for D&DP in London, a lack of capacity and resourcing within the DDPO sector and wider systemic disablism. It will:

- Develop and deliver DDPO-specific leadership training to Deaf and Disabled Aspiring Leaders and improving leadership skills, networks, confidence, and knowledge of what leadership progression pathways work for DDPOs – creating stronger, more equitable Deaf and Disabled leaders.
- Develop and deliver IL's core work - a DDPO-specific organisational capacity-building programme, increasing capacity for strength, resilience, networking, and innovation and creating a stronger, more equitable Deaf and Disabled person sector.
- Support DDPOs to increase their reach, influence and participation in local decision-making and policy work; creating a stronger, more equitable system within which DDPOs can operate.

Background and detail of proposal

The employment gap for D&DP remains at 50% rising to 80% for people with a learning disability. Systemic barriers to Disabled people entering and progressing in employment are increasing, with rising rates of exclusion from school, inaccessible apprenticeships and discriminatory workplace practices and policies. DDPOs themselves face structural issues in the recruitment, retention, and career progression of staff (especially senior leaders) including limited continuous professional development, uncertainty over budgets and limited leadership progression and support plans, leading to a significant leadership skills gap amongst D&DP in DDPOs.

This is exacerbated by the inaccessibility of generic, third sector infrastructure support which does not address the complexities of managing staff with a variety of access needs or offer project management training and tools suitable for many neurodivergent people, with many DDPOs reporting having to educate consultants on the social model of disability and the role of DDPOs before they can even begin to receive any support.

On a wider scale, D&DP continue to experience systemic disablism. Barriers like high rates of poverty, exclusion and isolation mean they remain excluded from the decisions that affect their lives and are viewed as passive recipients, not active agents of change. Like other marginalised groups, they have been disproportionately impacted by the pandemic and current high inflation. DDPOs report increasing marginalisation and hostility from decision makers, with the 'disability' space still dominated by non-user-led disability charities that don't reflect the communities needs and experiences.

IL piloted an 18-month leadership programme for nine Deaf and Disabled leaders funded by the National Lottery Community Foundation, all of whom have gone on to lead organisations, networks, and new projects. Learning from the pilot has strongly informed the proposed work under consideration here, especially the need for organisational progression capacity to be built alongside the developing leaders. Key findings include: the efficacy of supporting Deaf and Disabled leaders to lead a change they are passionate about and over which they have power and control; the importance of human-centred design techniques and tools, leading to creative adaptations in developing leadership practice, alongside a strong rights and equalities emphasis which allows leaders to explore the societal barriers that have prevented them fulfilling their leadership potential before or having their leadership acknowledged; and the importance for leaders to be supported by facilitators knowledgeable about the Disabled people's rights movement and with lived experience of barriers to leadership, to explore their own access needs and solutions in a deep way.

This programme builds on this through piloting two further leadership courses, which will refine the same action learning and peer support approach ensuring there is time to explore, understand, and address access needs within the context of Disabled people's rights movement and peoples lived experience of barriers to leadership as well as support for participants to act and lead a change in 'real-life'. Propel funding will also enable IL to address the wider sector issues of creating and sustaining more leadership progression pathways within DDPOs and setting up peer networking support for leaders to develop a culture and community of practice.

In response to disabled activists approaching IL about the impact of the ULEZ (ultra-low emission zones) on Disabled people, IL consulted with disabled people and DDPOs; capturing and communicating key messages, it mobilised a community of activists to lobby the London Assembly, giving evidence and pressuring Transport for London. They succeeded in getting the Mayor to implement exemptions to the ULEZ policy for Disabled people and now anyone who receives Personal Independence Payments, not just those with Blue Badges, will be exempt for the punitive charges, saving Disabled Londoners millions of pounds.

Financial Information

The organisation has several large, committed funders, spread across London-specific, institutional and private philanthropic funders. The table below includes £326,560 of possible successful Propel applications in the 2023/24 budget. Free reserves are calculated as six months expenditure minus subcontractor costs, which in 2023/24 is £142k below the reserves policy target of £486k.

Most of IL's funding is restricted and comes from several major funders, funding across multiple programmes. It has steadily grown its unrestricted income over the last three years. Income shown for 2022/23 is 100% confirmed and 65% income for 2023/24 is confirmed. Several large grants remain unconfirmed for 2023/24 which if unsuccessful would reduce associated expenditure, after which leaves a projected in-year deficit of £112k. It continues to fundraise to meet this and if unsuccessful would aim to halve this deficit through efficiency savings and reduction in staff hours and would cover the balance with funding from its free reserves. Although this will use some of the unrestricted income reserve, the target figure in the table for 2023/24 is calculated based on original budget expenditure so would reduce, meaning the charity would remain close to its target of up to six months' reserves.

Year end as at March 31st	2022 Signed Accounts £	2023 Forecast £	2024 Budget £
Income & expenditure:			
Income	1,031,343	1,056,682	1,245,101
Expenditure	(1,019,235)	(1,097,230)	(1,196,044)
Surplus/(deficit)	12,108	(40,548)	49,057
Reserves:			
Total restricted	306,331	249,136	279,135
Total unrestricted	320,461	337,108	356,166
Total reserves	626,792	586,244	635,301
Of which: free unrestricted	307,378	324,025	343,083
Reserves policy target	324,000	324,000	486,000
Free reserves over/(under) target	(16,622)	25	(142,917)

Funding History

ID	Type	Meeting Date	Decision
19697	Strategic Initiatives	9/26/2022	£25,000 to extend Inclusion London's 'Making it Work' service currently funded through Bridge to Work.
19396	Anchor Programme - Resourcing Grant	6/20/2022	£3,000 to resource Inclusion London to participate in a design group co-creating programme design for City Bridge Trust's Anchor funding programme.
19081	Cornerstone Fund	3/9/2022	£308,200 over three years to engage seven DDPO project partners to co-produce new communications messages about disability and support implementation of the new, reframed messages into partners' work through strategic communications training.
18729	Cornerstone Fund	9/30/2021	£25,000 towards the development phase of a user-led partnership to develop and test strategic communications skills for London's DDPO organisations to support Disabled people's inclusion and human rights.
18823	COVID19 London	7/14/2021	£1,500 to ensure the London Community Response increases its reach

	Community Response Fund (Wave 5)		
18636	COVID19 LCRF (Wave 5)	7/14/2021	£50,000 towards the development of a peer network support and engagement provision to DDPOs.
17956	COVID19 LCRF (Wave 3)	11/26/2020	£49,616 towards the costs of the Follow-On employment support service for young disabled adults.
17859	COVID19 LCRF (Wave 3)	9/17/2020	£10,000 for core operational costs in order to support you to ensure the London Community Response increases its reach and to participate in wider recovery activities in the capital
16002	Bridging Divides	9/17/2020	£336,110 over 5 years for the salary of a Business Director and associated development and training activities.
16938	COVID19 London Community Response Fund	7/8/2020	£15,000 to ensure that London Community Response increases its reach in Deaf and Disabled communities
16046	Anniversary employability programme	5/13/2020	£100,000 over two years to provide follow-on support for young people completing Supported Internships.
15874	Stepping Stones	5/13/2020	£50,000 to engage consultants to review current training products and prepare a detailed business plan, enabling the charity to apply for social investment.
14373	Anniversary infrastructure support programme	3/14/2018	£25,000 towards the CEO and Policy Officer salaries to enable Inclusion London to provide DDPO networking and information sharing opportunities.
13934	Anniversary infrastructure support programme	5/11/2017	£50,000 towards the cost two salaries and on costs and associated costs and for access costs for DDPOs to Inclusion London's campaigns and policy forum.
13982	Anniversary employability programme	5/11/2017	£775,000 over five years for a Project Manager; other key staff; and operational costs of the Inclusion London/Action on Disability joint Bridge to Work project.
13351	Investing in Londoners	7/14/2016	£114,200 over two years for a part-time Business Development Manager and project overheads.

The Recommendation

IL will apply learning from a previous pilot programme¹ funded by National Lottery Community Fund, alongside recent ACEVO (Association of Chief Executives of Voluntary Organisations) research² into supporting disabled leadership, to train a new cohort of 20 disabled leaders, directly addressing the skills gaps being seen amongst the DDPO sector. In addition, it will work with DDPOs to create progression and leadership support pathways within its member organisations, to improve opportunities within the wider DDPO sector.

IL will further develop its specialised DDPO-specific advice training across other sub-sectors of the DDPO network and work alongside less specialised training providers

¹ Developing Deaf and Disabled Leaders for the Future (Hendra, A., November 2020)

² ACEVO, 'Hidden Leaders: Disability Leadership in Civil Society':

https://www.acevo.org.uk/reports/hidden-leaders/hidden-leaders-disability-leadership-in-civil-society/?gclid=Cj0KCQiA54KfBhCKARIsAJzSrdpSijwYQj0_kPteBrCKLqZ8tN3O-KMZml77WmBj7dPn-gxxWABSI7saAkDVEALw_wcB

which have excellent, but inaccessible resources, to enable more of the DDPO sector to access high quality training and capacity-building. IL will also incorporate facilitated peer support networks, creating a strong community of practice which will enable best practice to be more widely spread across the DDPO sector.

IL will build on the success of its recent ULEZ and Minimum Income Guarantee campaigns to co-mobilise grassroots organisations, DDPOs and Disabled activists to deliver successful policy changes to enact wider systems change affecting Disabled people in London.

IL's unique placement in the DDPO sector, its track record of capacity-building and development of DDPOs, its successful campaign mobilisation and its growing membership base mean it is well placed to meet some of the immediate needs of DDPOs that have resulted from long-term systemic failures and begin the process of dismantling those failures. It meets the aim of the Propel programme's Building Stronger Communities strand, by growing the strength of the DDPO sector and empowering the network to influence wider systems change.

IL has received considerable support from City Bridge Trust over the years, but the chronic underrepresentation of lived experience in DDPO leadership and the severe and compounding systemic inequalities faced by the DDPO sector necessitates long-term substantive investment. The recommended level of funding is for three FTE posts, on the basis that for IL to support systems change around the lack of capacity-building for DDPOs, it itself demonstrates a need for greater capacity and resourcing; reflective of the wider systemic disablism facing DDPOs. A recommendation, which does not exceed CBT 50% funding threshold, is made at:

£989,600 over three years (£326,600; £332,400; £330,600) for the post of Data and Insight Officer (1FTE), Policy, Voice, and Justice Co-ordinator (0.8FTE) and a contribution towards a proportion of five core salaries - CEO, Operations Manager, Communications Manager, Senior Administrator, Events Administrator (1.2FTE in total), alongside Leadership Consultancy, Training for DDPOs and additional project costs.

Appendix 5 – The Ubele Initiative (company no. 09035399)

MEETING 06/03/2023

Ref: 20003

ASSESSMENT CATEGORY: Bridging Divides - Deliver and Develop

The Ubele Initiative

Amount requested: £1,491,461
{Revised Request: £1,491,288}
Amount recommended: £1,216,600

Adv: Kerry Luker
Base: Haringey/Lambeth
Benefit: Haringey, Lambeth, Lewisham

The Applicant

The Ubele Initiative (TUI) was formed in 2014 as a Company Limited by Guarantee and converted to a Community Interest Company (CIC) in January 2023. It is an African diaspora led infrastructure organisation working in the UK and abroad. TUI's stated vision is to empower Black and Minoritized communities to act as catalysts for social and economic change, working with community leaders, groups, and organisations to strengthen their sustainability, resilience, and voice. It has established a network of Black and Minoritized led community organisations with spaces, giving access to social leadership programmes, skills development, and learning. TUI also facilitates intergenerational collaboration, partnership working, generation of ideas, and creating space for young emerging leaders.

TUI influences policy undertakes research and develops local, regional, and national practice. It is the primary African Diaspora third sector organisation leading such work in the UK with strategic national partnerships with, for example, Power to Change, The Social Investment Business, Access Foundation and Locality. It was asked to take on the Black and Minoritized communities Infrastructure lead role for the Greater London Authority (GLA) in February 2020, the focus of which soon expanded to include COVID-19 (C19) support. TUI also became a national lead for The National Lottery Community Fund's (NLCF) C19 programme focused on Black and Minoritized communities, alongside partner Global Fund for Children. It is also one of the Equity Partners for London Funders' collaborative Propel Funding Programme.

TUI has just written its first five-year strategy and is now working hard to refocus on its asset-related work. Alongside converting to a CIC, it is reviewing its directorship, directors' structure, and membership model, and the three directors currently meet fortnightly due to the rapid growth of the organisation and required structural changes. TUI is based in Haringey at Wolves Lane Horticultural Centre (WLC), but its main office is temporarily based in Lambeth whilst the WLC site undergoes extensive redevelopment. It therefore has particularly strong links in these boroughs and Lewisham, but also works pan-London.

The Application

This grant will fund staff and associated costs to create a replicable model which focuses on race equity and gives control and benefits to local people, empowering communities through a learning and development programme to strengthen a range of community assets including existing community centres (in Haringey and Lambeth), and delivering an outreach programme (in Haringey, Lambeth, and Lewisham).

TUI's Agbero2100 (Agbero is the Yoruba word for sustainability) work will make one of the most significant new contributions to Community Wealth Building nationally; it will be the first such targeted intervention in the country. The Agbero2100 London project will strengthen Black and Minoritized community organisations with community space, working in partnership with close partners to achieve this. Its staff will support investment in WLC in Haringey and Lloyd Leon Community Centre (LLCC) in Lambeth and create a Community Wealth Building model which centres race equity and develops organisations and communities in Haringey, Lambeth and Lewisham. A core team of five staff will create and deliver the Community Wealth Building model, and two outreach staff will work in Haringey and Lambeth. TUI has formed a partnership with three organisations: OrganicLea CIC (OCIC), Black Rootz (BR) and Kinaraa CIC (KCIC). Within this partnership, these organisations will employ five postholders – OCIC and BR to support development of work at WLC, and KCIC to employ another outreach worker for Lewisham. WLC and LLCC are both undergoing extensive redevelopment, work that TUI has long been involved in, and this bid seeks to complement and strengthen this.

Background and detail of proposal

TUI's 2015 report *A Place to Call Home*³ highlighted the threat to community asset ownership among Black and Minoritized communities; the need to design a new and more sustainable model for Black and Minoritized community centres across England, and new leadership, were key recommendations. Agbero2100 London is an innovative project that relies on partnership work, building on deep, complementary organisational relationships based on shared vision and ethos. TUI's work is based on extensive input from local communities, for example targeting young people to ensure their voices were heard during the development of WLC plans, to create a young people friendly and safer space, bearing in mind the high level of youth violence in the local area; this will be built on through engaging younger adults in this new work.

This funding would fund a core team to create and deliver the programme - Programme Manager, Programme Support Officer, Finance Support Officer, Communications Officer, and Learning & Development Coordinator. It would also fund a contracted Learning Partner to lead on capturing and distilling learning insights and outcomes. TUI is also in the process of implementing Salesforce CRM to provide the main platform for the collection and analysis of its data, which will be used for Agbero2100 London. The community assets programme includes capacity building sessions; early-stage support to organisations with community assets; learning and development in asset ownership; community enterprise and community leadership; mentoring sessions; cross-borough learning partnerships; community assets event, and workshops to engage young adults. The infrastructure support outreach work includes outreach to organisations, schools, colleges and community spaces; borough-wide events; Community Leadership Development programmes, and Communities of Practice.

³ ['A Place to Call Home'. The Ubele Initiative 2015](#)

WLC is a centre for sustainable growing, education, social enterprise, and community engagement in Wood Green. TUI and OCIC are legal partners overseeing the three-acre site as Wolves Lane Consortium CIC (WLCCIC) and have just signed a 25-year lease with the London Borough of Haringey which left the site in 2016. WLCCIC grows and sells plants through its community markets, runs a community café, works with education providers, rents Forest School space, and runs events. There has recently been £3m GLA and NCLF capital and revenue investment in the site, for which work is due to start imminently; new buildings will include a community hub event/learning space, educational kitchen, offices, classrooms, and storage barn, and will be used by TUI, OCIC and other groups that work from the site. WLC is Agbero2100 London's flagship project, focusing on food security, enterprise, and connection to nature and the land. Alongside the core programme rollout, this grant would fund a Plant and Sales Manager to provide consistency for the site and explore ideas holistically with the local community, a borough-wide Haringey Outreach & Engagement Worker with a presence on site, roles within the BR team (Enterprise Manager, Lead Grower & Grower) and resources for workshops and events.

BR was established in 2019, and is the first multigenerational, Black-led growing project in the UK, with older growers sharing their expertise whilst supporting youth engagement in the local natural environment and specialising in cultural food growing. It is based at WLC and has been 'incubated' as a project under TUI, which recognised the importance of the project relating to issues of food security, sustainability, and community space. Its work has attracted national, regional, and local coverage for facilitating change in food systems as a Black-led food growing collective. It is also supported by OCIC, undergoing accredited training at its Hawkwood site. TUI initially supported BR on a pro bono basis, but the work soon attracted a range of grants including Covid-19 funding and being approached by Sainsburys. BR has helped build a large community of growers across the London boroughs, developed a BR scale-up across Lambeth and Haringey, participated in an Enterprise Development Programme, has presented at a farmers' conference, and is involved in government work on the involvement of smaller growing organisations. The project has highlighted the limits put on Black and Minoritized communities around access to farmland, and that it is possible to grow culturally appropriate food; TUI is now developing a 'Cultivating Diversity' programme on enterprise in food growing systems. BR has developed a client base through a local box scheme, sells plants, and works with schools. It now works across three growing sites and has a team of 15 staff: four employees, sessional growers, and volunteers – under TUI's oversight. WLCCIC and BR are also partners in Haringey's Eat Wood Green project, a new community garden and food growing space housed in a local car park, which will supply vegetables and plants to local businesses and residents; this funding would enable further transfer of experience and growing expertise. BR is Agbero2100 London's key demonstration project model. This funding would enable TUI to complete BR's incubation and see it become an organisation in its own right in the second year. A comprehensive partnership agreement would underpin this arrangement.

OCIC is a community food project established in 2001 and based at 12-acre Hawkwood Nursery in Chingford, Waltham Forest. It produces and distributes food and plants locally, teaching and supporting others to do the same, and raises income through box schemes as well as grants. It has a workers' cooperative at its core, so most staff are also directors. It brings people together to act towards a fairer and more

sustainable society, using food growing to connect people to the land and each other. OCIC began working with WLC in 2017, with TUI joining after and quickly becoming a key partner, bringing knowledge of Black and Minoritized communities and providing leadership on equity and diversity. A strong drive to work collectively led to the creation of Wolves Lane Consortium, with TUI and OCIC working as legal partners (with Crop Drop Ltd, which has since left the consortium), and OCIC managing the two WLC staff members. This funding would enable TUI to disperse funds to OCIC to employ a new Plant & Sales Manager for two years. A comprehensive partnership agreement would underpin this arrangement.

LLCC, formerly registered company Brixton Domino Community Centre, is home to The Brixton Immortals Domino Club (BIDC) group and registered charity Brixton Soup Kitchen (BSK). It is based in a well-known Lambeth-owned grade II listed building in Brixton given to the local community after the uprisings 42 years ago. The London Borough of Lambeth commissioned TUI to work with both projects to support LLCC to become a community-based facility serving the local community; the vision for the centre will be developed and delivered in collaboration with all local stakeholders. LLCC no longer exists as a separate organisation, and its lease expired 25 years ago, but a new 10-year lease is being considered and TUI will continue to support redevelopment of its governance structures accordingly, as all LLCC staff are volunteers also working full-time, and have never run a service before. TUI has helped build relationships between the projects to bring generations together for the benefit of the community. The building was redeveloped in 2018 but has been closed for further major repairs since July 2022 and should re-open in May; BIDC is currently using another council building whilst BSK operates from a mobile van. LLCC delivered C19 activities such as an NHS health & wellbeing dominoes club, improving digital literacy playing dominoes online during lockdown, supports employment skills for older people, and offers a health clinic for blood pressure and diabetes tests. Agbero2100 London would have a major focus on LLCC, as its second flagship project. Alongside the core programme rollout, this grant would fund a borough-wide Lambeth Outreach & Engagement Worker with a presence on site.

KCIC is a Lewisham based infrastructure support organisation working with Black and Minority Ethnic led organisations. It was born out of six Black-led organisations working together during C19, delivering a variety of culturally designed services. That work was showcased at a national ageing summit and nominated for the Lewisham Mayor's Award 2021. Due to a recognised need to influence and support systemic change, and through the support of TUI, KCIC formed in early 2021. TUI has 'incubated' the organisation and supported its development. It has one unpaid, experienced worker, receives a small amount of income from Lewisham, and is well-networked across the borough, but there is currently insufficient capacity to engage with all the borough's needs and requests. This funding would enable TUI to disperse funds to KCIC to employ a Lewisham Outreach & Engagement Worker for two years as part of the Agbero2100 London team. A comprehensive partnership agreement would underpin this arrangement.

The three part-time Outreach & Engagement posts would augment a NLCF-funded new two-year part-time post for two of the three boroughs (Haringey and Lambeth). It has not been recruited to yet and, if Propel funding is secured, the weekly hours for all

three posts would increase and level, as the NLCF funding would then be split across three and not two boroughs for at least the first two years of this project.

Financial Information

TUI's funding comes from a range of sources, such as local authority commissioning and grants from trusts and foundations. Previously delivering short-term through project funding, TUI's range of funders has continued to expand to notably attracting its first core cost funding from Oak Foundation and NLCF in 2022, which is providing more stability and the ability to plan long-term. TUI is working hard to develop the necessary structures to match its trajectory, hence converting to a CIC and strengthening its finance function to better manage its income; its recent core funding supporting a full-time Strategic Finance Manager and part-time Chief Operating Officer, soon to be recruited.

TUI chooses to be audited and for its financial reporting to follow charity accounting on splitting income between restricted and unrestricted funds, to better report its varied income. However, as a company, it complies with company rules on deferring grant income. TUI's aim is to build unrestricted reserves wherever possible and plans to develop the trading side of its work.

Year end as at March 31st	2021 Signed Accounts £	2022 Draft Accounts £	2023 Forecast £
Income & expenditure:			
Income	1,136,996	1,645,645	2,398,662
Expenditure	(1,110,903)	(1,562,542)	(2,398,662)
Surplus/(deficit)	26,093	83,103	0
Reserves:			
Total restricted	0	83,103	83,103
Total unrestricted	29,593	29,593	29,593
Total reserves	29,593	112,696	112,696
Of which: free unrestricted	29,593	29,593	29,593

Funding History

TUI has received seven previous grants from CBT, all through the London Community Response (LCR) and London Community Response Fund (LCRF), with no reported problems from CBT officers. Officers noted that TUI had taken on a lot of additional work in the context of C19, as well as within its capacity as one of the four equity partners of the LCR, and as a result needed additional funding to manage these projects and to support organisations during the recovery period.

ID	Type	Meeting Date	Decision
18821	COVID19 London Community Response Fund (Wave 5)	14/07/2021	£1,000.00 to ensure the London Community Response increases its reach
17932	COVID19 LCRF (Wave 3)	26/11/2020	£33,660 towards the costs of a Project Manager's salary and a contribution to core costs
17817	COVID19 LCRF (Wave 3)	17/09/2020	£11,478 to create a new Lewisham BAME Infrastructure/Funding Hub
17854	COVID19 LCRF (Wave 3)	17/09/2020	£10,000 for core operational costs to support you to ensure the London Community Response increases its reach and to participate in wider recovery activities in the capital

16939	COVID19 Small Charity Emergency Support Funding	08/07/2020	£30,000 to ensure that London Community Response increases its reach in BAME communities
17330	COVID19 LCRF	08/07/2020	£46,977 towards the costs outlined in the application.
17331	COVID19 LCRF	08/07/2020	£21,464 towards the costs outlined in the application.

The Recommendation

TUI is an energetic and innovative organisation with an effective staff team and strong leadership; its experience with the communities it serves and its standing in the sector are evident. It continues to be successful at attracting a range of funders to deliver work across several deep partnerships. Agbero2100 London has the potential to bring about systemic change for underserved communities around asset ownership and community space, food security, enterprise, and sustainability. TUI is a rapidly growing organisation actively seeking stability for itself and the communities it serves after its key London role in responding to C19.

The organisation initially submitted a slightly revised budget to amend staffing on-costs and add in new staff recruitment costs. Following officer discussions with the organisation on programme priorities, funding is recommended at a further revised level which, though reducing the number of organisations accessing the programme in the first instance, will enable the programme model and staffing team to become fully established while TUI continues to develop its new structures.

This budget exceeds CBT's general policy on funding staffing at one full-time equivalent (FTE) level, however, in line with Propel's ambition, this programme is a significant undertaking of systems change work which requires appropriate investment. If successful, it could achieve unprecedented change, and has the potential to be replicated across London for maximum impact. Proposed outcomes for the work are high-level, wide-ranging and strong, including: strengthening of Black and Minoritized led community organisations with assets, stronger governance, robust financial planning, diverse income, new younger leadership; significantly contributing to local food systems and creating a new generation of food growers and social entrepreneurs; increased voice and empowerment of local Black and Minoritized communities; influencing longer term strategy and plans for sustainable community assets 'owned' by Black and Minoritized communities pan London.

Funding is recommended as follows:

£1,216,600 over three years (£444,800; £451,500; £320,300) for 12 part-time (7.2 FTE) staff and associated costs across three partners to contribute to a Community Wealth Building programme in Haringey, Lambeth, and Lewisham: core programme staff (Programme Manager, Programme Support Officer, Finance Support Officer, Communications Officer, Learning & Development Coordinator), three Outreach & Engagement Workers, an Enterprise Manager, Lead Grower, Grower and Plant & Sales Manager. Funding is conditional on finalised partnership agreements and learning contract.

Appendix 6 – Young Westminster Foundation (charity no. 1169255)

MEETING 06/03/2023

Ref: 20038

ASSESSMENT CATEGORY: Bridging Divides - Deliver and Develop \ New Deal for Young People

Young Westminster Foundation

Amount requested: £1,067,927

Amount recommended: £848,400

Adv: Lillie Swift

Base: Westminster

**Benefit: Westminster,
Kensington and Chelsea,
Harrow, Ealing, Hammersmith
and Fulham, Camden**

The Applicant

The Young Westminster Foundation (YWF) is one of eight young people's foundations (YPFs) established in Greater London to develop and strengthen the provision of voluntary sector services for children and young people. The YPFs were initiated by John Lyon's Charity, with several (including YWF) receiving core funding support from CBT, in response to the diminution of youth services. YPFs are borough-specific member led infrastructure organisations working with voluntary sector organisations that support children and young people. YWF was set up in 2017 and is a registered charity (number 1169255) acting as an infrastructure body for those aged 0-25 in Westminster. It delivers grants, training and networking and has over 120 voluntary, community and social enterprise organisations in its membership.

Led by YWF, this project will be delivered as a partnership with five other YPFs (Young Kensington and Chelsea Foundation, Young Harrow Foundation, Young Ealing Foundation, Young Hammersmith and Fulham Foundation and Young Camden Foundation), all of which are registered charities and part of the YPF Network Trust having been set up between 2015 and 2019. The YPFs all have a particular focus on supporting smaller organisations and have diverse networks of local youth groups and organisations, with more than 50% of their respective memberships being equity-led groups. They hold cross-sector partnerships in the public, private and voluntary sector which they work with to strengthen services for young people.

The Application

The partnership seeks funding to develop a Northwest London youth worker network to upskill and strengthen the youth workforce in six London boroughs. It will be targeted at practitioners from grassroots community-led organisations and will provide 1,200 training and development opportunities over the next three years.

The network will run quarterly youth worker forums in each borough. These will provide a space for frontline staff to connect, discuss challenges and identify specific development needs. From this, the YPFs and practitioners will co-produce a series of CPD (continuous professional development) training programmes that will be offered locally, tailored to the borough context, as well as centrally across the network. Training courses may include cultural competency, gender-informed youth work and mental health first aid, and where possible will be delivered by YPF members. In addition, the network will provide 120-150 bursaries for practitioners to achieve formal

qualifications (including Level 1-3 youth work), as well as hosting four specialist sub-groups led by lived-experienced experts focusing on priority themes identified across the region, for example LGBT+ youth work or working with young travellers. Alongside these, YPF partners will provide outreach and individual support to workers to ensure their development needs are met and to help them overcome any barriers to access the opportunities available. The network will also provide two conferences a year and be led by a steering group of youth workers. It will be supported by the YPF Trust as an evaluation partner who has agreed a reduced cost due to their interest in learning from the model.

Background and detail of proposal

Small grassroots community organisations provide a significant proportion of youth services across Northwest London. Based on data from the YPFs, between 55-80% of voluntary sector youth organisations are community-led and on average half turnover less than £100,000 a year. Making up the YPF memberships, these organisations are the frontline of youth services across the region and provide a substantial amount of informal, open access provision (NYA Census 2021⁴), and due to their close relationships with the communities they serve, are seen as vital in meeting the complex and changing needs of London's young people.

YPF members have identified the need for more networking, skills development, and specialist training for frontline workers to handle more complex challenges they face. Recruiting and retaining staff have also been highlighted as issues, with members finding that despite national and regional investment in qualifications and training, opportunities are not reaching smaller community organisations. Grassroots providers can be put off by complex procedures or do not meet the criteria for bursaries, with training opportunities not always being accessible or designed around the needs of small organisations or their diverse workforce, with over 70% of the members' youth workers being from minoritized backgrounds.

YWF has been running a youth worker forum since 2022 involving 49 practitioners from 30 organisations. This has provided an opportunity to understand the needs of youth workers and has allowed for co-production of targeted training, to date providing 30 training opportunities and supporting 22 workers into Levels 1-3 youth work qualifications. Feedback from practitioners has been positive, with 100% finding the support valuable. Participants have benefited from opportunities to build relationships, understand shared challenges and work with peers to develop solutions at a local level. Qualitative feedback has emphasised the value of local training, providing a sense of community and contextual relevance to training materials. Building on previous collaborative working between the YPFs to date, the partnership will expand YWF's model to create local platforms under a regional network.

Financial Information

YWF has grown since establishing and has now secured funding from a range and growing number of sources including the Local Authority, Public Health, charitable foundations, and businesses, alongside the annual core grant of £100,000 it receives from John Lyon's Charity. It is in a healthy financial position, at the end 2021/22 holding

⁴ NYA Census 2021 <https://www.nya.org.uk/wp-content/uploads/Summary-Report-v5.pdf>

£136,906 of free reserves, £19,206 above its current reserves policy target to have 3.5 months' equivalent of operating expenditure, but within its overall long-term policy of holding between 3-6 months'. Yearly reserves targets may appear low compared to YWF expenditure, however, are based on core operating expenditure which is significantly lower than annual expenditure due to YWF being the grant-body for two local funding pots and a significant proportion of its income being distributed as onward grants. A management fee is received for this work, which along with many other sources, supports a lean staff team of four. The 2023/24 budget has been prepared based on conservative estimates and does not include unconfirmed funds and is therefore likely to be above the figure below and closer to 2022/23 income.

CBT has supported the development of the YPFs since early set up, providing John Lyon's Charity with £50,000 of seed funding for each of the first YPFs in 2018, followed by a core grant of £200,000 over five years directly to the YPFs in 2019. This was to all YPF partners bar Young Kensington and Chelsea Foundation which was not established at the time. Funding, now coming to an end, has helped the YPFs establish and develop sustainable business models. Each partner is now in receipt of core funding from their respective Local Authorities, as well as obtaining income from a broad range of cross sector sources having found themselves well placed to lead on key thematic initiatives to support the local youth sector including serious youth violence and young people's mental health.

Year end as at 31st March	2022 Signed Accounts £	2023 Forecast £	2024 Budget £
Income & expenditure:			
Income	1,572,103	2,475,545	1,792,664
Expenditure	(1,415,310)	(2,428,007)	(1,793,560)
Surplus/(deficit)	156,793	47,538	(896)
Reserves:			
Total restricted	159,257	71,527	157,793
Total unrestricted	193,906	329,174	242,012
Total reserves	353,163	400,701	399,805
Of which: free unrestricted	136,906	272,174	185,012
Reserves policy target	117,700	123,500	137,616
Free reserves over/(under) target	19,206	148,674	47,396

Funding History

Type	Meeting Date	Decision
COVID19 Small Charity Emergency Support Funding	13/05/2020	A one-off, unrestricted grant of £12,500, equivalent to one regular quarterly payment for the organisation's current grant
Bridging Divides	25/07/2019	£200,000 over five years as core funding to support the Young Westminster Foundation's work in support of voluntary sector organisations working with children and young

The Recommendation

This project will expand previous successful delivery in Westminster across Northwest London to develop a set of structured and co-ordinated local platforms underneath a wider regional network. The approach will provide opportunities for youth workers to connect and share skills at a borough level, facilitate cross-borough working and

provide opportunities to develop joint responses to local and regional challenges facing young people.

By co-producing training with practitioners, the delivery model will ensure training opportunities are designed around the needs of the local youth workforce, including culturally relevant and locally delivered courses. These will be free and accessible to grassroots organisations to ensure that opportunities reach practitioners from equity-led groups and racially minoritized communities that may otherwise struggle to access. Due to the close relationships the YPFs hold with their members, support provided will be personal and by handholding workers through the process will ensure all can benefit from the development opportunities available.

The network will equip youth workers with the specialist skills to respond effectively to the changing needs of London's young people. Youth workers will be more connected and engaged, and by having the opportunity to develop professionally, will bring expertise to the grassroots community organisations in which they work. The bottom-up approach of enabling youth workers to have a core role in designing and delivering the support will lead to ownership of the development process and work to build capacity in the sector over the long term.

The YPFs are led by and for their members, the majority being equity-led organisations and those working with minoritized communities. Between them they have significant reach into London's diverse communities and are well placed to deliver this work, now all financially sustainable organisations and ready to deliver a more enhanced capacity building offer. The project builds on previous collaborative working between the partners, having worked together informally and on funded projects, including with YWF as lead. YWF values equitability in partnership working whilst understanding key risks, and decision-making, performance and reporting protocols will be incorporated into a partnership agreement based on a framework developed from pro bono legal support, provision of this being a condition of the grant.

The project is a strong fit with Propel's mission to achieve lasting change across the system and will work to develop a more sustainable and united youth sector under the 'New Deal for Young People' strand. A reduced budget has been provided in acknowledgement of the value of the wider Propel pipeline, whilst still providing sufficient resourcing so that the centring of equity-led organisations remains at the heart of the programme's activities. This incorporates cross-partnership economies of scale as well as a reduced contribution to each YPF partner whilst not impacting the overall outcomes or deliverability. The project does not present any duplication with the core grants YWF and partners are in receipt of from CBT, and close working with other infrastructure organisations will ensure there will be no duplication of services across the region.

£848,400 over three years (£248,500; £287,700; £312,200) towards a part-time programme manager, contribution to staff time at each YWF, training placements, evaluation and associated project running costs.