

MEETING: 09/12/2024

REF: 25062

ASSESSMENT CATEGORY: Bridging Divides - Anchor Programme

Do It Now Now Enterprise CIC	Adv: Lorna Chung
Amount requested: £1,050,000	Base: Greenwich
{Revised request amount: £999,914}	Benefit: London-wide
Amount recommended: £999,940	

Purpose of grant request: Funding is requested to enable DINN to build the capacity of Black-led organisations across London to enable resilience and financial sustainability.

The Applicant

First established in 2016, Do it Now Now (DINN) is now a registered Community Interest Company (CIC, no. 11937494) and is user and needs led. It operates in Africa and the UK¹, with its UK work aimed at empowering individuals, organisations, and community leaders to change systems, access opportunities, and support each other as it co-produces interventions that address social challenges. Its focus is to amplify the voices of its service users and empower them by facilitating collaborations between grassroots and established entities to drive lasting positive change. It has five key strategic priorities:

1. Training and development
2. Grant-making and social investment
3. Co-design and co-production
4. Networking and community engagement
5. Service design and development

It is an award-winning (NatWest, Harvard Business School, and others) infrastructure organisation providing capacity building support to charities and social enterprises across the UK. In addition to initiatives for its community of over 1,600 Black-led charities and social enterprises, it is often commissioned to provide capacity building support to individuals and organisations, and has an in-house team of skilled trainers, as well as a network of external experts that it works with. It has provided in-depth training to over 800 members of its community.

Background and detail of proposal

DINN currently holds a £2m Strategic Initiative grant with City Bridge Foundation, awarded towards onward grant making (£960k), the delivery of a capacity building programme and running costs. This programme has a distinct focus on addressing the barriers that Black Community and Social Enterprises (CSEs) face in accessing funding. It's achieving this through the provision of grants, coupled with skills and development training to prepare organisations for further grant funding or social investment. This funding is due to end in 2025, and if successful with this proposal under consideration, CBF funding would not amount to more than 50% of DINN's income in FY2025 and there is no duplication of funding across the two grant

¹ Only a minority, about 5%, of its current activities are in Africa – the vast majority is UK-focussed, and within that, a majority has been London-focussed to date. CBF funds requested are proportional to DINN's work in London.

requests. DINN is delivering its current Strategic Initiative grant successfully, with all impact and learning reports submitted on time. DINN was also awarded core funding from CBF in 2021 through Wave 4 of the London Community Response Fund. This enabled the organisational development of DINN as a broker and provider of support to Black-led organisations across London.

In this proposal, DINN is requesting core funding through the Anchor Programme over seven years. This award will enable DINN to deliver its London strategy “Strengthening Outcomes for Black Communities in London” also known as “London Now Now”. Through this strategy, DINN is aiming to reach 30,000 Black Londoners by 2030. It aims to do this through the delivery of a series of 12-month fellowship programmes over the course of the grant period, with local leaders from Black-led charities and social enterprises serving the Black community. It aims to reach 50 leaders per year of the programme. The programme has been developed to increase the quality of services delivered by Black-led organisations to deliver stronger outcomes for their service users. DINN describes this as a tiered capacity building approach – its programme will build the capacity of local leaders who will in turn build the capacity of their communities. It is proposing to deliver this work in East London: Barking & Dagenham, Bexley, Greenwich, Hackney, Havering, Lewisham, Newham, Redbridge, Tower Hamlets and Waltham Forest². Collectively these boroughs have the highest proportion of Black people in the UK. London Now Now was borne out of extensive consultation with stakeholders across London. Its programmes of work over the past few years in these boroughs have provided insight into the needs of organisations, which resources they currently have access to and how they are impacting and creating difference. The challenges faced across its London membership include reduced staff capacity, challenges in accessing funds and transition into new modes of delivery to adapt to the rapidly changing landscape (following the pandemic, cost of living crisis etc.).

DINN has carried out audience segmentation to identify the social enterprise leaders most suitable for this programme – determined to be relatively small organisations with revenue ranging from £10k-50k per year. They are more likely to be start-ups and have less than six years of experience, normally registered as CICs (as with most Black-led CSEs). The fellowship will be split into three parts: training and capacity building, opportunity for collaboration with peer organisations and experts followed by practical application. Practical action will either be the delivery of a programme of support to service users or developing thought leadership on racial justice and systems change. Activities will be structured around the following strands:

1. Capacity Building – a combination of cohort training and one to one support following a diagnostic and tailored action plan. Key areas include business modelling, HR, impact measurement, systems change, programme design, financial management, income generation, influencing and advocacy and PR.
2. Local Leadership – building networks and local community connections. Participants will learn from experts and community leaders on topics such as leadership development, governance, racial justice systems change and community entrepreneurship.

² These boroughs constitute the East London sub region as defined by the Greater London Authority.

3. Advocacy and Influencing – DINN will use its position to engage with local councils, funders, academics and other London actors. It will support them to identify how Black-led organisations can meet needs and become embedded in local ecosystems. It will also develop communities of practice to build networks to establish more joined up services and referral pathways. This will increase the cohesion of services provided to Black Londoners.
4. Community Wealth – DINN plans to work with funders and philanthropists to deliver funding that focuses on investing in Black owned organisations, as well as financial literacy and entrepreneurship training programmes.

DINN has been successful in securing a grant of £1m over 6.5 years from the National Lottery to deliver strands one and two. CBF Anchor Programme funding will enable DINN to deliver strand three: advocacy and influencing. Anchor funding is requested towards the following salaries:

- Head of People and Culture (0.3 FTE), working internally and externally, supporting charities and social enterprises with their own People and Culture objectives.
- Deputy Head of Learning and Programmes (0.2 FTE), supporting the training and development the DINN team, as well as developing DINN's infrastructure and capacity building programmes to meet the needs of stakeholders.
- Programmes Coordinator (0.5 FTE), responsible for the delivery of the London Now Now programme.

The programme seeks to enable Black-led organisations achieve systemic for their communities. Primary outcomes include:

- Increased support for Black Londoners to engage in approaches, spaces and role to drive equal representation.
- Black Londoners collaborating with each other and non-Black communities to address equity barriers.
- Increased ability for Black Londoners to raise issues in the media to campaign for change at local and national levels.

The programme aims to shift power and ultimately provide Black-led organisations with the skills and knowledge to influence the systems they operate in whilst increasing the quality of services they are providing to the people that use their services. This work is particularly vital in the context of underrepresentation of Black leaders in the sector³, and the impact this has on decision making, the value placed on lived experience and how this affects racial justice outcomes.

DINN meets the Anchor Programme criteria, offering a comprehensive second-tier function to the sector and is user-led, run by and for Black people. It takes an intersectional approach to work highlighting that Black and Global Majority (BGM) communities are not a monolith – race intersects with all other protected characteristics and DINN actively monitors the range of organisations it supports to ensure cross sector representation. DINN has well-established networks including

³ ACEVO's [Pay and Equalities Survey 2023](#) found that the number of Black charity CEOs in England and Wales has fallen to below 1%

voluntary organisations, funders, and private sector organisations. It is a champion of collaboration – collaborating itself with peer organisations in the sector whilst also encouraging collaboration amongst the organisations it supports (e.g. through codesign sessions) to build collective voice. It is working systemically, seeking to influence and change the system that Black-led CSEs operate in so that they can achieve better outcomes for the communities they support.

London's Racial Justice sector

By 2011, most specialised funding programmes open to BGM-led infrastructure organisations had ended. In 2010 there were over 50 BGM-led infrastructure organisations in England, but funding cuts led to the closure of 17 of the largest organisations (and many smaller-sized ones). These closures have left gaps in reach, with many funders struggling to reach the communities most in need of support. DINN has been able to bridge some of these gaps, scaling up its grant making in recent years and is well positioned to reach BGM-led organisations. DINN is delivering programmes in collaboration with funders including Pathway Fund (Make it Big with Pathway Fund), City Bridge Foundation (Innovate Now Now) and Impact on Urban Health (Climate, Health and Community Fund). DINN has funded over 100 charities with amounts ranging from £3k-£40k. It's positioned to go beyond traditional, transactional grant funding by builds recipients capacity to successfully compete for increasingly larger grants, building a pathway towards sustainable growth. DINN also made efforts to close the gap between Black-led organisations and traditional funders via its report "Black-led Impact Organisations: The Lived Experience"⁴. This report explores the experience of management and staff at Black-led CSE's making recommendations to funders as to how they can enable better and more equitable access to funding – further example of how DINN works systemically to improve access to funding. Another recent report highlighted the impact of the cost-of-living crisis on Black-led organisations finding that one in four organisations are only able to cover running costs for up to two months⁵.

DINNs services are increasingly vital in the context of a declining number of BGM organisations. The effects of this are compounded by the challenges of the pandemic and the cost-of-living crisis. BGM organisations have been disproportionately affected by these challenges, resulting in a lack of capacity, funding, and growth at a time when the needs of communities are growing. The result, in line with wider voluntary sector trends, is reduced capacity and higher demand.

Financial Information

DINN currently receives income from grants and trading contracts. A portion of income and expenditure is towards onward grant making, including programmes delivered in collaboration with Pathway Fund (Make it Big with Pathway Fund), City Bridge Foundation (Innovate Now Now) and Impact on Urban Health (Climate, Health and Community Fund). In FY2023 expenditure towards grant disbursement was approximately £350k. Since it was founded, income has grown substantially as its work has expanded. It ended FY2023 with low reserves, as would be expected for a CIC where accounting treatment requires DINN to recognise deferred grant income. Management accounts and budgets provided below do not factor in deferred

⁴ [Black-led Impact Organisations – The Lived Experience](#), Do It Now Now, 2022.

⁵ [A Desert without Resources – 2023 Cost of Living Report](#), Do It Now Now, 2023

income for FY2024 and FY2025 but the forecast surpluses would likely be much reduced once year-end accounting had been completed to reflect deferred income. On this basis little to no taxation charge is expected for the organisation

DINN aim to increase cash held to equate six months expenditure (three months cash for day-to-day operating expenses and three months cash for strategic initiatives). Cash flow forecasts provided show that they are moving towards that level. The information provided shows DINN to be in a stable financial position with a high proportion of income for FY2025 (starting 1st October 2024) already having been secured. Figures for 2024 reflect the level of income confirmed at the time of assessment (ahead of the organisations year-end).

Year end as at 30th September	2023	2024	2025
	Signed accounts £	Forecast/ Management accounts £	Forecast £
Income & expenditure:			
Income	1,684,892	1,925,598	2,026,100
- % of Income confirmed as at	100%	88%	88%
Expenditure	(1,776,629)	(1,452,961)	(1,753,560)
Total profit/(loss)	(91,737)	472,637	272,540
Balance sheet:			
Net assets/(liabilities)	114,087	586,724	859,264
<i>Of which:</i>			
Income & Expenditure reserves	114,087	586,724	859,264
Total reserves	114,087	586,724	859,264
Months' expenditure covered by I&E reserves	0.770	4.846	5.880

Funding history

ID	Type	Meeting Date	Decision
20498	Anchor Programme	04/12/2023	This application was not shortlisted for the Anchor Programme first round.
20060	Anchor Programme - Resourcing Grant	06/03/2023	£3,000 to resource Do It Now Now to participate in the advisory panel for City Bridge Trust's Anchor funding programme. This funding is to resource Do It Now Now's involvement in the advisory panel until the end of February 2023.
19406	Strategic Initiatives	26/09/2022	£2,004,000 to Do It Now Now CIC (DINN Enterprise CIC) over two years towards: a. Onward grant making of core funding to transformational, London-focussed small start-up Black-led Charities and Social Enterprises with an income of between £10k-£50k.
19429	Anchor Programme - Resourcing Grant	20/06/2022	£3,000 to resource Do It Now Now to participate in a design group co-creating programme design for City Bridge Trust's Anchor funding programme. This funding is to resource Do It Now Now's involvement in the design group until the end of July 2022.
18175	London Community	28/01/2021	This funding is for our organisational development, to ensure the continued existence of our

	Response Fund (Wave 4)		organisation as a broker and provider of support to Black-led organisations across the city.
18706	Cornerstone Fund	10/06/2021	This application was not as strong as others submitted in this round.

Recommendation

DINN is an innovative and forward-thinking organisation working to deliver systems change to improve outcomes for Black people. Its Anchor Programme proposal is transformative – enabling Black-led East London CSEs to understand and influence the systems they operate in in order to achieve more equitable outcomes for their organisations and communities. Additionally, DINN is proposing work in CBF “cold spot” boroughs of Havering and Redbridge, as presented to the Funding Committee in September 2023. This paper also identified Bexley, Havering and Redbridge are amongst the boroughs that have received the lowest spend from CBF over the past five years – three of the boroughs that will be part of this programme of work.

Funding is requested over seven years to align with the proposed timescales of DINN’s London Now Now strategy. A reduced budget was submitted to adhere to the foundation’s policy on funding contingency lines. Funding is higher in year one of the request due to increased co-design and outreach costs as the programme commences.

Funding is recommended as follows:

£999,940 over seven years (£139,000; £136,680; £139,420; £142,210; £145,050; £147,950; £149,630) towards core funding to enable Do It Now Now to deliver capacity building support to Black-led organisations as part of its London strategy.