

MEETING: 03/10/2013

Ref: 11903

ASSESSMENT CATEGORY - Improving Londoners' Mental Health

Revolving Doors Agency

Adv: Karisia Gichuke

Base: Southwark

Amount requested: £144,974

**Benefit: Wandsworth &
Barking & Dagenham**

Amount recommended: £143,000

Purpose of grant request: To develop and test an innovative, replicable approach to involving offenders with multiple and complex needs including poor mental health in local commissioning processes.

Background

Revolving Doors (RD) was established in 1993 following the publication of a report funded by ITV's Telethon which first identified the group of people caught in a damaging cycle between homelessness, the criminal justice and mental health systems. The organisation began by gathering evidence in police stations and prisons clarifying the needs of this group and the issues they faced, and established a series of experimental services to test effective interventions. These were recognised as good practice in a number of government policy statements. Today the organisation's work focuses on three areas (i) policy and research to improve responses for this 'revolving doors' group; (ii) partnerships with other relevant bodies to demonstrate solutions and; (iii) service user group involvement to address and develop solutions.

Funding History

You have funded RD once before, in 2000 with three year grant of £74,000 to assist people with mental health and multiple needs leaving prison to live in Ealing.

Current Application

The current application is to develop a project that will test an innovative and replicable approach to involving offenders and ex-offenders with multiple and complex needs including poor mental health in local commissioning processes. It will build on the success of RD's National Service User Forum to use an 'expert citizens' approach to engage with local commissioners. Service users in two boroughs will be recruited, and RD will work with them to build their capacity to engage commissioners, and will facilitate this engagement by bringing together commissioners from health, housing, social care and criminal justice agencies with offenders and ex-offenders in the revolving doors group to analyse need, evaluate existing services and co-produce interventions that better respond to this need, including peer support.

Financial Observations

Audited accounts for the year ended 31 March 2013 show a deficit of £98,684 of which £88,830 was on unrestricted funds. The charity's written reserves policy within the accounts is vague but it was confirmed verbally during assessment that in practice the board aspires to hold six months of unrestricted operating costs. Based on current year expenditure this equates to £241,474. At 31 March 2013, free unrestricted reserves stood at £400,111 equating to just over 8 months' worth of current year unrestricted budgeted expenditure.

The budget for the current year 2013/14 shows total expenditure of £589,584 and total income of £314,100 (all of which is confirmed), resulting in an overall shortfall of £275,484. Of this shortfall £261,348 is expected to be on unrestricted activity. This unrestricted fund deficit will reduce free unrestricted reserves to £138,763, equating to 2.8 months' worth of current year expenditure. The organisation is going through a period of restructure following the phasing out of a substantial piece of work which resulted in a loss of income. This restructuring is also geared towards a more balanced budget in future years.

Officer's Appraisal

Service user involvement in planning and decision-making is long established in other sectors, but not in relation to the criminal justice system, which has contributed to inefficacy and inefficiency in this field. RD have a well-established and respected record of enabling user perspectives to influence policy and this grant will enable them to do so specifically in relation to the commissioning process in two London Boroughs, with an approach which has the potential to be rolled out elsewhere.

Recommendation

£143,000 over three years (£62,800; £51,900; £28,300) towards a f/t Senior Service User Officer and the running costs of a project to develop and test an innovative and replicable approach to involving offenders with multiple complex needs including poor mental health in local commissioning processes.



The City Bridge Trust

Charity Registration Number: 1035628

Working with Londoners: Application for a grant

Please read the guidance notes before completing this form

Reference:
(office use only)

11903

Date Received:

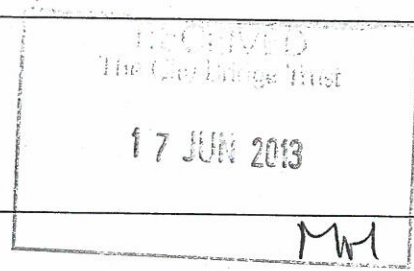
12/06/2013

Programme
Area:

03

1. About your organisation

Name of organisation applying for grant: The Revolving Doors Agency	
If the organisation is part of a larger organisation, what is its name?	
Address for correspondence: 4th Floor 291-299 Borough High Street London	
Postcode: SE1 1JG Is this your home address? No	
Contact person: Ms Amarjit Kaur	Position: Director of service user involvement
Phone: 0207 407 0747	Fax: 020 7831 5140
E-mail: amarjit.kaur@revolving-doors.org.uk	
Website: http://www.revolving-doors.org.uk	
Legal status of organisation: Registered Charity	
If registered, please give charity number: 1030846	
Date organisation established: 20/12/1993	



2. Request for funds

Under which of the Trust's themes are you applying (see our website or brochure for further details)? Improving Londoners' Mental Health
Purpose for which funds are requested: (25 words maximum) Co-Commissioners: To develop and test an innovative, replicable approach to involving offenders with multiple and complex needs including poor mental health in local commissioning processes.
How much funding is requested? Year 1: £64,768 Year 2: £51,895 Year 3: £28,311 Total: £144,974

3. Aims of your organisation

Revolving Doors is a charity working across England to change systems and improve services for people with multiple problems, including poor mental health, who are in contact with the criminal justice system.

Our vision is that by 2025 there is an end to the revolving door of crisis and crime, when anyone facing multiple problems and poor mental health is supported to reach their potential, with fewer victims and safer communities as a result.

Our 2010-2015 strategic plan sets out under five strategic aims, how we intend to create a momentum of change that takes us a significant way towards achieving this vision. We will work with our partners to:

1. Win political commitment
2. Involve people with direct experience
3. Improve frontline responses
4. Support local leadership
5. Build a stronger organisation

4. Main activities of your organisation

Revolving Doors Agency works with policymakers in national and local government, across Whitehall and in local and regional authorities to improve responses for the revolving doors group. All our work is informed by our research, the work of our National Service User Forum and our partnership and development work across the country. We work with organisations and individuals across England to demonstrate solutions for the revolving doors group. We work at every stage of the criminal justice system

- In the community
- With the police
- At court
- In prisons

Our National Service User Forum brings together people from different areas of the country who have experience of multiple and complex needs and have had contact with the criminal justice system. The Forum is integral to our work and members ensure that everything we do is rooted in the reality of people's experiences.

5. Number of staff

Full-time	Part-time	Management committee members	Active volunteers
7	3	9	40

6. How do you support your volunteers?

Our National Service User Forum is made up of people with direct experience of the 'revolving doors' of crisis and crime. We provide:

Induction

On going training

Support and advice

Feedback

References

The opportunity to influence all of our work

7. Property occupied by your organisation

Is the main property owned or leased/rented by your organisation?	If leased/rented, how long is the outstanding lease/rental agreement?
Leased	8 years from 21.2.12

8. Finance

From your most recent audited or independently examined accounts, complete the following:

Financial year ended - **Month: March**

Year: 2012

Income received from:	£
Voluntary income	235,078
Activities for generating funds	0
Investment income	9,965
Income from charitable activities	471,946
Other sources	2,951
Total Income	719,940

Expenditure:	£
Charitable activities	746,137
Governance costs	23,355
Cost of generating funds	57,931
Other	0
Total Expenditure:	827,423
(Deficit)/surplus for the year:	(107,483)

Asset position at year end:	£
Fixed assets	16,974
Investments	0
Net current assets (liabilities)	542,866
Long-term liabilities	0
*Total A:	559,840

Reserves at year end:	£
Endowment funds	0
Restricted funds	61,209
Unrestricted funds	498,631
*Total B:	559,840

* Total A and Total B must be the same and should be taken from your balance sheet

9. Statutory funding

For the financial year above, what % of your income was from statutory sources?
20%

10. Material changes

Describe any material changes to the organisation's activities, structure or financial position since the date of the most recent accounts:

The draft accounts to 31/03/2013 which are awaiting board approval show a deficit of £98,679, of which £88,825 relates to unrestricted funds.

11. Previous applications to the Trust

Have you applied to the Trust before? If so, please give details:

Month/Year:	Ref:	Grant received:	OR application rejected?
Month/Year:	Ref:	Grant received:	OR application rejected?
Month/Year:	Ref:	Grant received:	OR application rejected?

12. Previous funding received

Funding received by your organisation from the following sources during the last **THREE** years:
(i) City of London (other than the City Bridge Trust) **(ii)** London boroughs **(iii)** London Councils (formerly ALG)
(iv) Health authorities **(v)** Central government departments **(vi)** Other statutory bodies (e.g. Housing Corporation, Arts Council) - List source, years and annual amounts:

	Year: 2010	Year: 2011	Year: 2012
(i)			
(ii)			
(iii)			
(iv)			
(v) Communities & Local Government	267,000	89,000	0
Department of Health	300,000	23,291	0
Offender Health (Department of Health)		192,000	0
(vi) National Probation Service		1,500	0

13. Previous grants received

Grants received by your organisation from charitable trusts and foundations (other than the City Bridge Trust) during the last **TWO** years. List source, years and annual amounts:

	Year: 2011	Year: 2012
Tudor Trust	47,500	30,000
LloydsTSB Foundation	39,000	40,000
Big Lottery	141,254	119,007
Esmee Fairbairn Foundation (2012) and	65,180	104,024
6 Other grants (£30,000 or less)	58,000	103,000
The Monument Trust	150,000	150,000

14. What steps is your organisation taking to reduce its carbon footprint?

We moved to our current offices a year ago from a building in Farringdon that had no proper heating system, requiring staff to use fan heaters. The building has since been demolished. Our current office is properly insulated, requiring less heating. We recycle our waste, use an efficient dishwasher, and turn all equipment off at the end of the day. We provide a cycling allowance for staff to encourage them to cycle. All work journeys are made by public transport. Staff are allowed to work at home if they need to reducing the need to travel.

15. Purpose

Complete this section whatever the amount of grant requested. **In addition**, if the request is for £25,000 or more in total, a fuller proposal should be sent with this form. Also, if your application is for all or part of new or existing post(s), please enclose a copy of the relevant job description(s) including the salary level.

Evidence shows that offenders with multiple and complex needs, struggle to access health and social care services. Patient and public involvement in the health service commissioning process is seen as good practice, but people in this group, rarely get access to such processes. The government has accepted the need to focus rehabilitation support on short sentenced prisoners. However, people need services that bring together support for mental health, accommodation, drug and alcohol treatment, and to re-establish links with family and community. Commissioning often fails to create the joined up service pathways that can help people move forward from reoffending. The Co-commissioners project will develop and test an innovative and replicable approach to involving offenders, with multiple and complex needs including poor mental health (the 'revolving doors' group) in local commissioning processes, leading to offenders receiving help with improved mental health and reduced numbers of prisoners with mental health problems inappropriately imprisoned.

Aim

To design, test, evaluate and disseminate a replicable method that effectively involves people from the 'revolving doors' group in local commissioning processes.

Objectives

- Bring together commissioners from health, housing, social care and criminal justice agencies with offenders in the 'revolving doors' group in 2 London boroughs to analyse need, evaluate existing services and co-produce interventions that better respond to this need, including peer support.
- Improve health and reduce reoffending for this excluded group through more effective integration of services and improved pathways in the community
- Demonstrate cost savings using our Financial Analysis Model
- Develop toolkits to enable other areas to replicate the process

Outcomes

- 30 service users benefit from improved skills and increased recovery capital
- Improved local services and service pathways group for people in the 'revolving doors' group in two London Boroughs
- Up to 200 people using these services are supported to transform their lives and find a positive role in their communities (with the further impact of reduced reoffending, reduced crime and reduced costs to public purse.)
- A replicable, costed methodology which can be used in other London boroughs

Methodology

- Recruit, and facilitate groups of approximately 15 relevant service users in each of two London boroughs
- Provide training and capacity building to enable service users to, a) conduct qualitative research with people in the 'revolving' doors group on their experience of current service provision; and, b) engage with commissioners
- Engage local health, housing, social care and criminal justice commissioners
- Support service user groups to work with commissioners to evaluate existing services, design new service models and pathways, (including services based on peer support), procure new services, and monitor them.
- Service users tell the story of the process through film making and social media

Revolving Doors is uniquely placed to develop this process. Our National Development Programme worked in local areas with commissioners and service providers to develop effective service responses for this group. We involve service users in all of our work, our National Service User Forum is made up of people with personal experience of multiple and complex problems and contact with the criminal justice system. It is well regarded by policy makers, members recently met with Jon Cruddas as part of the Labour party's review of their approach to social exclusion and with Ministry of Justice officials as during their review of community sentences. We are contracted by the Ministry of Justice to develop and test effective service user involvement methods for prisons and probation services. We have expertise in peer research and recently published an evaluation of projects funded by the Trusthouse Foundation which was conducted by service users.

16. Explain how you will monitor and evaluate both your own outcomes and those of the programme under which you are applying.

We will collect data on skills and recovery capital from the service user group members at the start of the project and measure progress at regular intervals using an impact assessment model we have developed with our National Service User Forum.

We will conduct a mapping exercise of existing services pathways and service user journeys through them, for this client group, and we will conduct peer research into service users views on those services pathways. This will form the baseline from which we measure progress, in terms of new/improved service pathways, service user experience and the impact on rates of reoffending.

We will collect feedback from commissioners on their experience of the project at regular intervals.

We will use Revolving Doors Financial Analysis Model to demonstrate cost savings in terms of reduced reoffending and cost to the public purse

17. Beneficiaries

In line with our anti-fraud policies, we may, in exceptional circumstances, require you to provide contact details of your beneficiaries (see Guidance Notes).

How many people will benefit from the grant per year?

75

What age group will benefit? **Adult**

In which local authority is your organisation based?

Southwark

Which borough(s) of Greater London will benefit from this grant?
(if more than one, please give % for each)

**Barking and Dagenham
Wandsworth**

At what address will the activity be located?

The majority of activity will occur in the 2 named boroughs, with the staff team based in our office on Borough High Street

What will the ethnic grouping(s) of the beneficiaries be?

	%		%
White - British	60	Black - Caribbean	30
White - Irish		Black - African	
White - Other (please describe)		Black - Other (please describe)	
Asian - Indian		Black - British	
Asian - Pakistani	5	Chinese	
Asian - Bangladeshi	5		
Asian - Other (please describe)		Other (please describe)	
			Open to everyone

What proportion of the beneficiaries will be disabled people?

100%

18. Funding required for the project

What is the total cost of the proposed activity/project?

(List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
Central staff	35,768	27,395	9,511	72,674
Associate costs	8,000	4,000	2,000	14,000
Service user costs	8,000	10,000	5,000	23,000
Toolkits and guidance production	0	0	2,000	2,000
Evaluation	0	0	4,000	4,000
Overhead costs (20%)	13,000	10,500	5,800	29,300
TOTAL	64,768	51,895	28,311	144,974

What income has already been raised? (List amounts and main sources)

Source	Year 1 £	Year 2 £	Year 3 £	Total £
TOTAL				

What other funders are currently considering the proposal?

Funder	£
TOTAL	

19. Funding requested from the Trust

How much is requested from the Trust? (List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
Central staff	35,768	27,395	9,511	72,674
Associate costs	8,000	4,000	2,000	14,000
Service user costs	8,000	10,000	5,000	23,000
Toolkits and guidance production	0	0	2,000	2,000
Evaluation	0	0	4,000	4,000
Overhead costs (20%)	13,000	10,500	5,800	29,300
TOTAL	64,768	51,895	28,311	144,974

20. Funding requested from the Trust (continued)

When will the funding be required?

01/10/2013

Is the activity to continue beyond the period for which funding is requested?
If so, how will it be resourced?

The aim of the project is to develop the process and demonstrate cost savings to local areas. We will work with other local areas on a social enterprise basis to roll out the tested model. We will target Directors of Public Health and other commissioners with a duty to consult with vulnerable groups.

If any planning or other statutory consents are required for the project to proceed, what stage have the applications reached?

21. Referee

Please provide us with the contact details of a current or recent funder of your organisation who is willing to act as a referee.

Referee

Name: Judith Leigh

Organisation: Trusthouse Charitable Foundation

Address:

Trusthouse Charitable Foundation
65-68 Leadenhall Street
London
EC3A 2AD

Tel: 020 7264 4991

E-mail: <mailto:jl@trusthousecharitablefoundation.org.uk>

Declaration on behalf of applicant organisation

I, Amarjit Kaur _____ (your name)

am an authorised representative of

The Revolving Doors Agency _____

within which I am _____ Director of service user involvement _____

To the best of my knowledge, all the information that I have provided in this application form is correct. I fully understand that the City Bridge Trust has zero tolerance towards fraud and will seek to prosecute and recover funds in every instance.

Signature _____

Date :13 June 2013

How your information will be used by the Trust

City Bridge Trust (which is administered as part of the Bridge House Estates by the City of London Corporation) processes personal data in compliance with the Data Protection Act 1998. The Trust obtains and uses information, including personal data, as part of the process of assessing grant applications and monitoring the use of grants. The information you provide on the application form may be made public as part of the assessment of this application. In addition, the Trust may share this information with third parties, including other funders, its external consultants and external auditors, police and regulatory bodies for the purpose of determining, preventing or detecting crime; or ensuring that no organisation is receiving duplicate funding; or the validation of contracts; or where this is otherwise required by law.

By signing and submitting your application form you give your explicit consent for us to use data relating to your application as set out above.

Our contact details for enquiries about how we process your information are:

The City Bridge Trust, City of London, PO Box 270, Guildhall, London EC2P 2EJ. Telephone: 020 7332 3710

Concerns over fraud and corruption

Should you, at any time, have concerns of fraud and corruption within your organisation relating to the grant, then please raise your concerns with us using our Whistle Blowing facilities. You may use our Audit team's 24 hour answer phone number, 020 7332 3663, to report the details or email raiseyourconcern@cityoflondon.gov.uk

Return the completed form to: The City Bridge Trust

City of London
PO Box 270
Guildhall
London EC2P 2EJ

Please

- **do not send this application by fax or e-mail** – unless applying online, applications must be posted to the Trust
- **do send the information in the checklist** – if items are missing, your application will be returned to you
- **do send only the information in the checklist** – if further information is required, we will contact you
- **do ensure you have signed and dated this form** – we cannot accept forms which have not been signed and dated
- **do use the correct postage** – the completed form and additional materials are likely to exceed 100g in weight