

<b>Committee</b>	<b>Dated:</b>
<b>City Bridge Trust</b>	27 <sup>th</sup> July 2017
<b>Subject:</b> Strategic Initiative – Rushey Green Time Bank for Lewisham Local (Ref: 14157)	<b>Public</b>
<b>Report of:</b> Chief Grants Officer	<b>For Decision</b>

### **Summary**

This report seeks your approval to support the local giving scheme, Lewisham Local, for a further two years, as part of the London's Giving initiative.

### **Recommendation**

Members are asked to agree a grant of £72,340 over two years (£36,170 x 2). The grant to be received by Rushey Green Time Bank on behalf of the Lewisham Local Collaborative, as part of the London's Giving initiative.

### **Main Report**

#### **Background**

1. The proposal before you is one of two from Rushey Green Time Bank under consideration today. This proposal from Rushey Green Time Bank is made on behalf of Lewisham Local, a collaboration of community, voluntary, business and public sector organisations. Rushey Green Time Bank is a key partner of the Lewisham Local Collaborative, with a strong track record of community development and for spearheading the collaborative's first initiative, the Lewisham Local Community Contributor Card.
2. Also under consideration is an application made under the *Improving London's Environment* strand of your Investing in Londoners programme. Although usually only one grant can be awarded to an organisation at one time, your policies allow you to consider a further application where the applicant is part of a consortium, as is the case with the Lewisham Local Collaborative.
3. Lewisham Local is a place-based giving initiative promoting an asset-based approach that maximises participation and the long-term contribution from all communities within Lewisham. It aims to inspire local people, businesses and organisations to give more towards the needs of Lewisham's communities, encouraging a stronger sense of '*place*' for those who live, work, visit and study in the borough and to make the borough fairer and more inclusive.

4. In July 2016, you approved a grant of £24,500 over 9 months to employ a Development Lead to develop Lewisham Local's strategy with key partners from local business, the public sector and the community. The request before you is for funding for a further two years.
5. In March 2017, you approved a grant of £300,000 over three years to enable London Funders to continue to develop London's Giving across London and during the past year, Lewisham Local has worked closely with the London's Giving network.

### **Progress to date**

6. The Lewisham Local collaborative originally comprised Voluntary Action Lewisham, Rushey Green Timebank, Lewisham Council, Lewisham Education Arts Network and Lewisham Volunteer Centre. During the past year, the composition has been widened to include representatives from different faith groups and the local Business in the Community business connector. Members of the collaborative have met on a monthly basis to provide strategic direction for the initiative as well as contributing hot desk space, IT, mobile phone and matrix management.
7. Lewisham Local began with the launch of the 'Community Contributor Card' and the tag line *Give Local, Shop Local*. Managed by Rushey Green Time Bank, the card offers discounts and benefits amongst local businesses and shops and is offered to individuals who have contributed more than 20 hours of skills and time in a calendar year. The number of card holders has quadrupled since its launch and they now number 2,200. The number of businesses supporting the card has doubled to 150 and the number of community groups has grown to 140. Lewisham Local is currently in discussion with the Mayor of London's *Team London* regarding the card's potential as a volunteering incentive.
8. The Lewisham Local card, combined with online marketing and increased giving opportunities has enabled the Lewisham Local brand to gain increased recognition during the past year.
9. During the past year, two areas were identified to trial approaches to create stronger links between community assets and giving assets. New Cross, in the north of the borough, is in part characterised by income deprivation and health inequalities that make it within the most 20% deprived in the UK. On the other hand, however, it has a local University and an active and growing community; giving assets; a transient and younger population; and large scale development and regeneration. By contrast, Downham in the south of the borough, is also amongst the most 20% deprived in the UK but it is characterised by an established and static population; poor transport links; fewer community and giving assets; and stagnant socio-economic statistics. Different approaches were taken in the two areas; a hands-on, frontline approach working with fewer assets in Downham and an enabling approach linking assets in New Cross. Mapping community and giving assets built strong links and encouraged a flexible approach to attract more giving. This

included cross-sector initiatives, such as Go-ON Lewisham Digital Inclusion project.

10. During the year, Lewisham Local also took part in three national campaigns that Lewisham had not participated in before:
  - a) #Giving Tuesday Lewisham took place in November 2016 following the huge retail sales on Black Friday and Cyber Monday. The campaign offered an alternative to the shopping frenzy by encouraging people to get involved in good causes. Examples of activities that were generated through the campaign included a local play association baking cakes and distributing them to isolated older people living on the nearby estate, with student artists, in turn, creating a mural to brighten up the playground. Sainsbury's donated baking ingredients; Halfords and Brewers donated paint; a local carpentry business donated wood; whilst a local HR consultancy donated staff-time to provide interview training and CV advice.
  - b) Lewisham Local participated in Student Volunteering Week in partnership with Goldsmiths College, University of London and Kingston Student Hub and linked 35 Lewisham-based students with a variety of local volunteering opportunities.
  - c) More than 45 people took part in the Downham and Whitefoot GB Spring Clean to clear a walkway as part of the national #GB SpringClean initiative. A range of partners made contributions including Phoenix Community Housing, two local mosques, a local church, Metropolitan Police, Good Gym Lewisham and Lewisham Council.
11. In summary, the following has been achieved:
  - 100+ volunteers across three giving events; the majority of which were new to volunteering
  - 11 business donations towards the giving opportunities and individual projects
  - 100% growth of businesses signed up for Lewisham Local Card in one year
  - Established strong working links with two of Lewisham's largest employers – Lewisham Council and Goldsmiths, University of London
  - Linking one-off business & individual contributions to giving opportunities
  - Sharing our asset based approach and work with businesses at local and regional events (e.g. London Funders' London's Giving Masterclass).

## Future Plans

12. Lewisham Local proposes to build on the achievements of the past year by involving more collaborators and by increasing the Development Lead's hours to full-time. It plans to undertake the following activity over the next two years:
  - a) **Promoting employee volunteering:** The three largest employers in the borough Lewisham Council (c2,500 employees); Lewisham Hospital (c2,500 employees); and University of London (c900 employees). In the last year, Lewisham Local has begun discussions with Lewisham Council and Goldsmiths University to promote employee volunteering. Initial responses have been encouraging and Lewisham Local wishes to translate these discussions into positive action. It aims that at least two of Lewisham's largest employers will sign up to an employee volunteering

programme, with a minimum of 5% of employees volunteering on at least one occasion over a two year period.

- b) **Increasing the use and influence of the Lewisham Local Card:** The next phase of work will improve current processes and procedures making the card as accessible and admin-light as possible. Lewisham Local wish to build stronger, regular communication with card holders and businesses linking them to the wider Lewisham Local opportunities. The initiative is funded by LB Lewisham until March 2019 and from July 2017 one day per week of staff time will be allocated by Rushey Green Timebank to engage the Lewisham Local Development Lead.
- c) **Establish a Community Toilet Scheme:** Lewisham Local has identified the need for a Community Toilet Scheme, related to perceived need for increased, good quality and accessible facilities by all residents and in particular those who are ageing, have long-term conditions, vulnerabilities and parents with young children. A community toilet scheme should also help provide cleaner streets and improved public health through reduced urination in streets. The scheme will involve building relationships with local businesses (e.g. shops, restaurants, pubs, coffee shops), community organisations and public facilities (e.g. libraries, adult education centres, and leisure facilities) encouraging them to open their toilet facilities to members of the public, as an active contribution to Lewisham life. Lewisham Local has secured £43,000 from Lewisham Council from July 2017 to provide the scheme. Funding will be held and the scheme will be managed through a core Collaborative member, Rushey Green Time Bank, which has a proven track record in developing links with business and community organisations, and establishing cross-sector co-operation.
- d) **Improved Communications and Profiling of the Lewisham Local brand:** Lewisham Local will increase its online presence by developing a website and further engaging social media to profile and promote local giving. Lewisham Local will work alongside voluntary/community infrastructure organisations through the Collaborative to coordinate sectors' proactive marketing. The aim is to harness engagement, provide opportunities to enable and inspire individuals, and organisations to give more, and to devise asset-based initiatives to normalise the idea of contributing for a thriving Lewisham. Furthermore, there are many new homes being built in Lewisham; new residents are moving into the borough while working outside Lewisham. Working in collaboration with housing providers and developers, it will seek to grow a compelling narrative to reach new residents, to help them to connect to the Lewisham community, to build their sense of place and inspire them to get involved where they live.
- e) **Lewisham Civic Awards:** Lewisham Local is working with the Mayor of Lewisham to establish a community awards scheme and honour local volunteers, organisations and businesses that contribute locally and this is due to launch during 2017.
- f) **Financial Giving:** Lewisham Local will promote financial giving to local charities, voluntary and community sector groups. This will include exploring and utilising different models of financial giving including live crowdfunding events and online crowdfunding platforms. Lewisham Local

is also keen to explore options for setting up its own Lewisham Local Fund, although this will be a long term commitment.

- g) **Sharing Learning and Building Knowledge:** Lewisham Local is highly committed to sharing its learning with others. Lots of positive community action is happening already within the borough e.g. community clean up days, street festivals, community fund-raising. Lewisham Local will work to record good examples and share learning so initiatives that engage and involve local people, businesses and communities and make a positive difference can be replicated elsewhere, thereby contributing to the wider aims of the London's Giving network.

### **Lewisham Local Budget**

13. Lewisham Local is requesting £72,352 to help continue and extend the initiative for 2 years. The grant recommended has been rounded to £72,340 and would fund salary costs equivalent to 3 days of a full time Development Lead position and make a contribution towards running costs. The grant will be match funded for 2 days a week for salary and running costs. Year 1 match funding has been secured through contributions from Lewisham Council and Rushey Green Time Bank; year 2 match has been largely secured. In-kind contributions from the collaborative are detailed below.

<b>Expenditure</b>	<b>Year 1 (£)</b>	<b>Year 2 (£)</b>	<b>Total (£)</b>
Salary + on costs	52,257	52,257	104,514
Website	2,125	1,125	3,250
Events	2,500	2,500	5,000
Marketing	7,738	1,100	8,838
Travel	1,000	500	1,500
IT/telephony	2,000	2,000	4,000
Professional support	4,000	4,000	8,000
Premises/hot desking	1,592	1,592	3,184
Community toilets	24,948	0	24,948
<b>Total</b>	<b>98,160</b>	<b>65,074</b>	<b>163,234</b>

Income	Year 1 (£)	Year 2 (£)	Total (£)
Lewisham Council - Community Toilets	43,000	0	43,000
Rushey Green Time Bank	9,916	9,916	19,832
Collaborative In-Kind Support	9,442	8,692	18,134
City Bridge Trust	36,176	36,176	72,352
Unsecured Year 2 Income	0	9,916	9,916
<b>Total</b>	<b>98,159</b>	<b>65,075</b>	<b>163,234</b>
Collaborative In-Kind Support	Year 1	Year 2	Total
Premises/hot desking	1,592	1,592	3,184
IT/telephony	2,000	2,000	4,000
Professional Support	4,000	4,000	8,000
Publicity & events	500	500	1,000
Initial website set-up + hosting	750	0	750
Social media volunteer	600	600	1,200
<b>Total</b>	<b>9,442</b>	<b>8,692</b>	<b>18,134</b>

## Finance

14. RGTB operate with financial prudence; have low unrestricted operating costs due to ethos of volunteering and a trusted supplier relationship with the Local Authority.

Year end as at 31st March		FY 15/16 Examined Accounts £	FY 16/17 Draft Accounts £	FY 17/18 Forecast £
<b>Income &amp; expenditure:</b>				
Income		143,090	144,096	142,980
- % of Income confirmed @31/5/17	a	n/a	n/a	93%
Expenditure		(134,276)	(138,526)	(160,928)
Total surplus/(deficit)	b	<b>8,814</b>	<b>5,570</b>	<b>(17,948)</b>
Split between:				
- Restricted surplus/(deficit)		2,501	2,267	(21,363)
- Unrestricted surplus/(deficit)		6,313	3,303	3,415
	c	<b>8,814</b>	<b>5,570</b>	<b>(17,948)</b>
Cost of Raising Funds	d	0	820	1,000
- % of income	e	0.0%	0.6%	0.7%
Operating expenditure (unrestricted funds)	f	1,758	10,506	11,775
<b>Free unrestricted reserves:</b>				
Free unrestricted reserves held at year end	g	19,360	22,663	26,078
No of months of operating expenditure	h	132.2	25.9	26.6
Reserves policy target	i	67,138	69,263	80,464
No of months of operating expenditure	j	458.3	79.1	82.0
Free reserves over/(under) target	k	(47,778)	(46,600)	(54,386)

## **Conclusion**

15. Much has been achieved by Lewisham Local in a relatively short period of time. It has established the Lewisham Local Brand locally and is a valued member of the London's Giving network. Funding for a further two years will enable it to build on what it has achieved so far, and take the initiative to the next level.

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## Summary Assessment of Strategic Initiative for Committee Decision

<b>FILTERS</b>	
<b><i>Will The pro-active grant:</i></b>	
Further the Trust's Vision and Mission (a fairer London & tackling disadvantage)?	<b>Y</b>
Support work within one of existing Investing in Londoners programmes (liL)?	<b>N</b>
Or, meet a clear need that has arisen since (liL) were agreed?	<b>Y</b>
Have the potential for impact beyond that of an individual reactive grant or number of individual grants?	<b>Y</b>
Be affordable within the agreed annual budget (from the Trust alone or in combination with other funders) and, looking forward, leave sufficient budget to meet anticipated pro-active grants for the remainder of the financial year?	<b>Y</b>
Be made to an organisation(s) that conforms to the Trust's eligibility criteria and has the capacity and expertise to deliver the work?	<b>Y</b>

<b>PRIORITISATION GUIDANCE</b>	
<b>Evidence</b>	
Is there external and/or internal research and information that supports the need for the proposed grant?	<b>Y</b>
Is there external and/or internal research and information that indicates the approach proposed in the grant will be successful?	<b>Y</b>
Is there evidence that indicates the work will be hard to fund from other sources?	<b>Y</b>
<b>Impact</b>	
Will the grant tackle a root cause(s), or positively influence policy or practice?	<b>Y</b>
Will the work/approach funded be replicable?	<b>Y</b>
Does the grant provide an opportunity to strengthen Civil Society in London?	<b>Y</b>
Is the work sustainable beyond the period of the grant?	<b>Potentially</b>
Can the impact of the work be measured through evaluation?	<b>Y</b>