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| Committee | Dated: |
| City Bridge Trust | 14 th March 2018 |
| Subject: The Prince's Trust Strategic Grant (Reference 14557) | Public |
| Report of: Chief Grants Officer and Director of City Bridge Trust (CGO) | For Decision |
| Report of: Shegufta Rahman, Grants Officer | |

Summary

This report informs you of the progress to date at the three-year mark of this 10-year strategic grant to the Prince's Trust (PT) – it provides information on the outcomes and impacts that have resulted for your consideration. It also outlines the planned activities for the next three-year period and the proposed allocation of resources in support of this activity. The content of this report will be supplemented by a verbal update at the City Bridge Trust (CBT) Committee meeting: a meeting of the grant's strategy group (including your Chairman, Deputy Chairman, Director, and the CEO of Prince's Trust UK) will have taken place after the papers deadline and before the up-coming committee.

Recommendations

Members are asked to:

1. Note the report;
2. Agree that satisfactory results have been achieved by PT in the first three years of this strategic initiative;
3. Agree the outline of planned activities for the next three-year period, with the agreement of the detail to be delegated to the Town Clerk in consultation with the Chairman, Deputy Chairman and Chief Grants Officer; and
4. Approve the commitment of the next allocation of £3m funding from the £10m approved by the Court of Common Council, as outlined in Table 1.

Main Report

Background

1. In September 2014, this committee agreed to recommend a grant of £10m over a 10-year period to PT, with break clauses at years three, six and nine, subject to effective delivery. This was subsequently approved by the Policy & Resources Committee, and the Court of Common Council. The grant period commenced in April 2015.

2. This strategic grant was awarded to enable PT to impact some of the most socially deprived areas of London, and to ensure more work is done across London to assist young people from challenging backgrounds.

Performance to date

3. To date, the vast majority of young people supported are aged 13-25. They have been engaged through PT's community-based outreach teams and core range of Education, Training & Development programmes; 'Get Started', 'Team', 'Fairbridge' and 'Achieve'. These programmes provide essential support to young people who are underachieving in education or at risk of underachieving; and young people who are unemployed and not yet ready for work. Additional housing support was also provided for those presenting as homeless. A summary of each programme and associated performance is provided in Appendix 1.
4. Outcomes over the three years of delivery are overwhelmingly positive, with a steady growth in outputs year on year.
 - 2015/16 – 1,685 young Londoners supported
 - 2016/17 – 1,708 young Londoners supported
 - 2017/18 – 1,726 young Londoners expected to be supported through to the end of March 2018

Based on outcomes data captured by PT, for the 5,119 young Londoners supported in total over the three years, three in four will have moved into education, training or employment.

5. For example, outcomes data that has been collected in relation to '*Fairbridge*' London delivery shows:
 - Kennington Centre – 2017 to 2018
70% of the young people supported came from a target background – in care/leaving care; offender/ex-offender; disabled; single parent; asylum seeker/refugee – and 67% from a target need as follows:
 - 49% presented mental health needs
 - 24% were homeless
 - 55% had a disability
 - 88% of the young people helped through the Kennington centre moved on to further education, training or employment. Since 2015, more than 444 young people completed the '*Fairbridge*' programme at this centre.
 - Poplar Centre – 2017 to 2018
80% of the young people supported came from a target background – in care/leaving care; offender/ex-offender; disabled; single parent; asylum seeker/refugee – and 76% from a target need as follows:
 - 58% presented mental health needs

- 28% were homeless
- 66% had a disability

86% of the young people helped through the Poplar centre moved on to further education, training or employment. Since 2015, more than 421 young people completed the '*Fairbridge*' programme at this centre.

6. One of many case studies follows Steve, who joined '*Get Started with Football*' with Queen's Park Rangers FC (QPR) after being referred by the Job Centre. Having recently moved to West London from Kent, Steve was living in a hostel and was keen to join sport-related activities in the local area; giving him something to look forward to every day. He was always interested in football, but wanted to move away from playing and gain some experience in coaching. The programme was a great way for Steve to do this, as young people can gain an FA Level 1 Qualification, as well as getting the opportunity to work with staff at QPR.

Steve has autism, so he can sometimes find it difficult working with new people, and communicating his point of view. Throughout the week it was clear that Steve was committed to working on improving these skills and using this to develop his coaching ability. The FA Level 1 Qualification is a challenging course, which requires a lot of dedication and hard work to complete in the one-week scope of the programme. Staff from QPR and PT were amazed at how dedicated Steve was to gain his qualification; he came in early every morning and was the last to leave every day to ensure that his theory work was complete. Alongside the coaching knowledge he accumulated, it was clear that Steve's confidence and communication skills improved. By the end of the week Steve was able to deliver coaching sessions to his peers successfully, and to present his ideas in front of the group. Steve also thrived in the Celebration Event, taking the opportunity to network with QPR staff and former players.

At the reunion day, in the week following the programme, Steve was interviewed by staff at Creative Sport and Leisure. Impressed with how he applied what he had learned on the programme, they offered him a place on their sports coaching traineeship. Steve has now started a traineeship with the organisation, where he will be able to gain a Level 2 Principles of Coaching qualification, as well as learn about Employability, Safeguarding and Emergency Aid. Most importantly, he will gain valuable work experience coaching in schools.

7. Partnerships have been critical to the success of your grant to PT. The '*Get Started*' programme has been supported by a number of organisations, many of whom you already support through your Investing in Londoners programme. Media Trust have delivered '*Get Started*'; giving young people the opportunity to learn about radio, film, broadcast media and music. Vauxhall City Farm have also delivered '*Get Started*', introducing young people to animal care. QPR in the Community Trust have had a long-standing partnership with PT, delivering '*Get Started with Football*' programmes. More recently, PT have a co-location partnership at Loftus Road Stadium in West London to reach more young people in an area where the charity has historically had lower engagement.

8. Another key partnership to this grant has been the housing support which has been delivered with Centrepoin. This is a joint venture in which the housing officer is shared between the two organisations, and supports young people who present as homeless and are unable to take part in the programmes as a result. These young people are supported into sustainable housing or accommodation through this service.
9. In 2017, PT developed a partnership with L'Oreal to deliver confidence and self-esteem sessions, and with MIND to deliver specialist mental health support. These services have been delivered in both the Poplar and Kennington centres as additional support on the '*Fairbridge*' programme.
10. Following the CBT-organised Youth Providers Event hosted at Mansion House in January this year, PT have met with London Youth to discuss the possibilities of piloting their '*Achieve*' programme in an alternative education and youth setting offered through the London Youth network.
11. An integral part of this grant, as conceived, was ensuring that the assets of CBT, PT and the City of London Corporation (CoLC) beyond the money are also utilised to achieve greater impact for disadvantaged young people in London. A dedicated post at PT has been funded to support this. Following an initial recruitment, this post enabled some successful connections. A challenging period followed when the successful post-holder was promoted, and a permanent replacement sought. The recruitment of the current post-holder was a joint effort between PT, CBT and Town Clerks, and the re-written and re-evaluated job description now better reflects the requirements for managing this significant grant. This approach provides CBT with some helpful learning to support the total assets approach of *Bridging Divides*.

Proposed Objectives 2018 – 2021

12. The detail of the proposed objectives for the next three-year phase of this grant is still under discussion at the time of writing. A meeting of the strategy group is taking place prior to your CBT Committee meeting and at your committee, your officers will provide a further verbal update. The broad themes proposed for the next three years are detailed below.
13. *Strengthening and Extending the Education Support*: currently, the '*Achieve*' programme is on offer in 65 of 432 schools in London and 21 of the 65 Pupil Referral Units. The proposed activities for '*Achieve*' in the next three years will increase the number of delivery partners across all boroughs in London, in order to provide key life skills to many more young Londoners.
14. *Developing Employment Opportunities*: PT are keen to pilot an Emerging Leaders programme; supporting those who lack aspiration and the networks needed to reach their potential. Recognising London Youth's *City Leaders* programme (one of your strategic initiatives), PT are seeking to develop leadership skills in young people to create a pipeline of talent, leading to a more skilled and productive UK workforce. There is scope to build on similar initiatives that have been delivered in London, and forge partnerships for this objective where appropriate.

15. *Developing a London Police Forces Project*: Recognising the opportunities available through this partnership with CBT, and the CoLC, PT are considering developing a complex, in-depth and involved relationship with London's Police Forces. Supporting young offenders, especially those from disadvantaged communities, will enable PT to help improve community cohesion, by reaching the most marginalised young people. This will be done through:

- Custody Suites – enabling effective referral routes for young people in custody settings to access PT programmes
- Safer Schools – growing the number of Safer Schools Police Officers delivering PT's 'Achieve Clubs', and using them to advocate the benefits of the 'Achieve' programme to decision-makers within schools
- Trident – growing the partnership with Trident Officers and Gang Command Units to provide a structured programme referral pathway for those isolated and at risk of gang behaviour, as well as providing a diversionary route for those young people on the edges of gang influence

16. The thematic areas outlined above are informed by the delivery, outputs and outcomes gathered over the last three years of this strategic partnership. Based on the long-term commitment of your grant, PT have been able to create their London Growth Plan; an ambitious strategic plan to reach 10,000 young Londoners between 2017 – 2022. This five-year strategy would see PT double their reach in London and will provide the foundation for this next period: PT have confirmed the reach of this strategy would not have been possible without your significant investment in this partnership.

17. It is proposed that the £3m funding for 2018 – 2021 will be allocated as detailed in Table 1.

Table 1

| The Prince's Trust and City Bridge Trust Strategic Partnership Draft London Budget 2018 - 2021 | | | |
|---|-------------------------|-------------------------|-------------------------|
| | April 2018 - March 2019 | April 2019 - March 2020 | April 2020 - March 2021 |
| Outreach - Reaching most vulnerable marginalised young people through specific Police Services project | £295,780 | £301,695 | £307,729 |
| Education - Strengthening and Extending our Support | £2,595,895 | £2,647,811 | £2,700,767 |
| Employability - Developing Employment Opportunities | £57,000 | £57,000 | £57,000 |
| Total Cost | £2,949,015 | £3,007,192 | £3,066,536 |
| CBT Contribution | £1,000,000 | £1,000,000 | £1,000,000 |

Financial Assessment

18. The charity has a number of European income-funded contracts coming to an end. Given a challenging market for fundraising due to Brexit, and uncertainty around what will replace European funding, there is a slight drop in income year on year.
19. The organisation's unrestricted free reserves include the equity value of freehold land and buildings and the value of programme related investments net of a discount to estimate realisable value. PT classifies these land and buildings as realisable to cash as they are held in prime and prominent locations, are kept in good marketable conditions and could be used for multiple purposes. The charity's reserves policy is to hold between four to six months' operating expenditure, for which total expenditure is used in the calculation, and it is well within this target on this basis.

| Year end as at 31 March | 2017 | 2018 | 2019 |
|---|------------------|--------------------|------------------|
| | Audited Accounts | Forecast | Budget |
| | £ | £ | £ |
| Income & expenditure: | | | |
| Income | 70,894,000 | 68,490,459 | 68,788,843 |
| - % of Income confirmed as at 02/03/2018 | n/a | 98% | 44% |
| Expenditure | (67,835,000) | (71,350,638) | (68,948,533) |
| Net investments surplus/(deficit) | 1,292,000 | 431,000 | 0 |
| Total surplus/(deficit) | 4,351,000 | (2,429,178) | (159,690) |
| Split between: | | | |
| - Restricted surplus/(deficit) | 3,612,000 | 0 | (357,240) |
| - Unrestricted surplus/(deficit) | 739,000 | (2,429,179) | 197,549 |
| | 4,351,000 | (2,429,179) | (159,691) |
| Cost of Raising Funds | 11,929,000 | 9,376,992 | 9,618,335 |
| - % of income | 16.8% | 13.7% | 14.0% |
| Operating expenditure | 67,835,000 | 71,350,638 | 68,948,533 |
| Free unrestricted reserves: | | | |
| Free unrestricted reserves held at year end | 33,500,000 | 31,070,821 | 30,911,130 |
| No of months of operating expenditure | 5.9 | 5.2 | 5.4 |
| Reserves policy target | 22,611,667 | 23,783,546 | 22,982,844 |
| No of months of operating expenditure | 4.0 | 4.0 | 4.0 |
| Free reserves over/(under) target | 10,888,333 | 7,287,275 | 7,928,286 |

Conclusion

20. The first three-year period of this strategic grant has set a strong foundation for the remainder of the grant period. The long-term investment has enabled positive networks and relationships to be established across PT, CoLC and CBT, as well as across the public and private sectors and civil society. Across the three years, this grant has enabled CBT to embed a total-assets approach to the strategic partnership, which aligns with your new funding strategy *Bridging Divides*. Based on the strength of these relationships, PT is able to innovate and develop new models of delivery, such as the proposed thematic

areas of focus for the next three years. Whilst these are based on learning from the grant to date, as well as emerging trends, the positive and effective working relationships that have been established will enable us to have a flexible approach to meeting the needs of disadvantaged young Londoners, falling within the spirit of *Bridging Divides*.

Appendices

- Appendix 1 – Programme Summaries and Performance

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Appendix 1 – Programme Summaries and Performance

1. '*Get Started*' programmes are short courses which engage young people into further education, training or employment, through specific themes such as sport or the arts. Delivered with expert partners, the programme enables young people to develop their skills through practical activities, giving them confidence and motivation to move on with their lives. Over this three-year period, your funding has enabled PT to engage 1,441 young people onto their '*Get Started*' programmes through their outreach work. Of this number, you have funded the costs for 236 individuals to complete a '*Get Started*' programme.
2. '*Team*' is a 12-week personal development programme, which combines group and individual learning activities, enabling young people to leave equipped with a range of skills. Young people on '*Team*' improve their employability through work placements and skills workshops; work directly with members of community organisations to make a difference and build community cohesion; develop their teamwork and communication skills; and gain nationally recognised qualifications. Each year an Annual Quality Review takes place with each delivery partner and for the last academic year, the average qualification rate in London was 98% for '*Team*'. Your funding to date has supported 1,382 young Londoners in total through this programme.
3. '*Fairbridge*' is an individually tailored personal development programme for young people aged 16 to 25 who are disengaged, far away from reaching their potential, have chaotic lifestyles, and who are unable to overcome the problems in their lives. Young people participate in a combination of group activities, opportunities, experiences, and one-to-one support directly delivered by PT staff in their Poplar and Kennington centres. Sessions support the development of life, personal and social skills such as communication, managing feelings, positive citizenship and taking personal care of themselves and others. Your funding has enabled PT to engage 974 young people onto '*Fairbridge*' through their outreach work. Of this, your funding has supported 196 young Londoners to complete the '*Fairbridge*' programme.
4. '*Achieve*' is PT's education programme, supporting young people at risk of educational under-achievement. The structure of the programme encourages the young people to develop relationships with other pupils and the teachers. In an unpressured learning environment, young people build confidence and interpersonal skills. Your funding has been instrumental in the growth of this programme. In its first year, 291 young Londoners engaged in '*Achieve*'. At the end of February 2018, 990 young Londoners had taken part in the programme in this academic year alone. This represents a 240% increase in the number of young people supported over the three-year period. Your funding has supported 396 young Londoners of the 990 engaged in '*Achieve*' this year. Over the three-year period you have supported 1,085 young Londoners through this programme. Your funding has also enabled PT to fully fund this programme and thereby remove the network fee to educational establishments. This has led to the significant uptake in '*Achieve*'.

5. An additional 237 young people received specialist housing support, in order to enable them to attend one or more of the above-mentioned programmes. This was delivered in partnership with Centrepoint.