

# Public Document Pack

## Safer Stronger Communities Select Committee Agenda

Monday, 28 November 2016

**7.00 pm**, Committee Room 1 - Civic Suite

Civic Suite

Lewisham Town Hall

London SE6 4RU

For more information contact: Katie Wood (Tel: 02083149446)

### Part 1

Item		Pages
7.	Main Grants Programme Funding 2017-2018 <i>Appendices 6 - 65</i>	1 - 500

# Safer Stronger Communities Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Monday, 28 November 2016.

Barry Quirk, Chief Executive  
Thursday, 17 November 2016

Councillor David Michael (Chair) Councillor James-J Walsh (Vice-Chair) Councillor Brenda Dacres Councillor Colin Elliott Councillor Joyce Jacca Councillor Stella Jeffrey Councillor Jim Mallory Councillor John Paschoud Councillor Luke Sorba Councillor Paul Upex Councillor Alan Hall (ex-Officio) Councillor Gareth Siddorn (ex-Officio)	
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## Main Grants 2017-18 report

<b>Name of organisation</b>	<b>170 Community Project</b>
<b>Date of meeting</b>	<b>5<sup>th</sup> September 2016</b>
<b>Names and positions of attendees</b>	<b>Jill Mountford – Chair Frances Fraser – Senior Advice Worker Winston Castello – Community Enterprise Manager, LBL</b>

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Total funding received 2015-16	£98,000	N/A	£32,666. 66	£32,666. 66	£32,666. 66
Total funding to be received 2016-17	<b>£130,666. 67</b>	£32,666. 66	£32,666. 66	£32,666. 66	£32,666. 66
<b>Outcomes</b>	<p>1. Provide General Help with Casework in welfare benefits &amp; housing</p> <p>1.1 General help: increased access appointments with advice workers, increased access to digital technologies, increased referrals, enhanced client ability and confidence to self-manage some of their advice needs. 1512</p> <p>1.2 Welfare benefits general help with casework: Remedy incorrect decisions and assist to iron out client problems with the changeover to Universal Credit. 600</p> <p>1.3 Welfare benefits casework: Income maximisation for clients via increased access to benefits entitlements. Remedy incorrect decisions and award of backdated benefits payments. 362</p> <p>1.4 Housing Casework: Avoid repossession, avoid repossession proceedings. 154</p>				

2. ADVICE HUB - Provide General Help with Casework in welfare benefits & housing via Advice Hub

2.1 General help: increased access appointments with advice workers, increased access to digital technologies, increased referrals, enhanced client ability and confidence to self-manage some of their advice needs. 576

2.2 Welfare benefits general help with casework: Remedy incorrect decisions and assist to iron out client problems with the changeover to Universal Credit. 138

<b>Outputs:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016- 17 Target	2016- 17 Q1	2016- 17 Q2	% Achieved TD
<i>Provide at least 1512 client-contact opportunities for new, on-going and follow-up work for clients Assist with signposting and referrals to advice workers and other services. Enable access to IT support for form filling and self-help. Enable access to information and advice via telephone.</i>	1512	824	662	812	<b>2,298</b>	<b>152%</b>	2600	719		<b>28%</b>
<i>600 Welfare benefits general help with casework: Remedy incorrect decisions and assist to iron out client problems with the changeover to Universal Credit.</i>	600	215	210	218	<b>643</b>	<b>100%</b>	580	194		<b>33%</b>
<i>154 Housing Casework: Avoid repossession, avoid repossession proceedings</i>	154	36	149	63	<b>248</b>	<b>161%</b>	160	85		<b>53%</b>
<i>576 General help: increased access appointments with advice workers, increased access to digital technologies, increased referrals,</i>	576	342	294	161	<b>797</b>	<b>138%</b>	600			<b>17%</b>



enhanced client ability and confidence to self-manage some of their advice needs								104		
<b>Welfare benefits</b>	138	99	63	73	<b>235</b>	<b>170%</b>	340	104		<b>31%</b>

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

The organisation's aim was to provide 2,600 contact opportunities consisting of welfare and benefits general help, case work and representation, housing and general help, housing case work, other general help, and IT support access.

The organisation achieved its targets despite the fact that, for part of the year, it had a number of staff vacancies. The organisation further experienced changes due to the ending of the funding for the IT hub which had been previously funded by the Big Lottery.

For 2016/17, the organisation's outputs have been adjusted to better reflect the areas of work they are involved in and also to take account of the fact that their information hub, which was previously funded by Big Lottery, is now staffed by volunteers and supported by staff from the 170 Project, working at a reduced level.

Have you achieved all of the wider outcomes outlined in the initial grant application?

The organisation's wider outcomes relate to increasing access to advice and responding to welfare benefits changes. In addition, the organisation aims to increase access to IT based advice. The organisation states it has achieved these outcomes. The organisation undertakes a number of outreach activities which enable it to engage with members of communities who would not ordinarily visit its main offices.

The organisation believes that the work it is undertaking is significantly contributing to increasing the security of service users and reducing poverty.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

N/A

What local support/evidence of need can you identify for the work you are undertaking?

The organisation is well-established and works well with a range of community-based organisations in North Lewisham. It receives referrals from a wide range of sources and reports continued demand for its services, including from local GPs. The 170 Project also delivers weekly outreach services at Deptford Lounge.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

During the last year, the organisation has re-focused its work and is aiming to further develop its advice services. The 170 Community Project owns its premises and is seeking to invest in them and broaden the range of community services which can be accessed. It is also exploring potential sharing arrangements with other organisations.

What alternative funding streams are you already pursuing?

The organisation has been successful in attracting £24,000 from New Cross Gate Trust which will enable it to enhance its existing outreach work.

Are there any other funding streams that you can identify that the council can support you to access?

The organisation is aiming to develop its fundraising strategy including the development of its building as a source of income generation.

## 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

The 170 Project has stated that it would be willing to engage in discussion with Evelyn 190 to explore closer collaboration.

The new Chair and trustees will also be exploring other potential partnerships.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

The project is willing to share its building and office space with other organisations which has the potential to achieve back office savings.

What support might you need to move these suggestions forward?

The organisation has suggested that support may be required in the future once plans have been further developed.

#### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

The organisation currently offers advice services four days per week but would need to review whether this level of service delivery would be sustainable were they to experience a 25% cut. There may well be a reduction in the number of days open or possibly a reduction in the number of advice areas that are currently offered.

The modelling of any reduction will need to be done as part of the Advice Lewisham partnership as this will be the single delivery vehicle for advice provision in Lewisham via a range of delivery mechanisms including a Free phone line as the main service entry and triage point.

Have you modelled this cut and developed an action plan for its implementation?

The organisation has not as yet modelled this cut but trustees will be discussing the organisation's strategic direction before the end of the year.

#### Conclusion

**Any other comments / areas discussed**

N/A

**Conclusion and recommendation**

**A pro rata cut in grant is recommended.**

The organisation is participating in the advice review and will contribute to the single point of entry for advice clients. This recommendation is conditional on the full involvement of the 170 Project in the review and the organisation's commitment to jointly plan and deliver advice provision across the borough via Advice Lewisham.

Equalities groups disproportionately impacted by recommendations

Ethnicity:		Pregnancy / Maternity:	
Gender:	X	Marriage & Civil Partnerships:	

Equalities groups disproportionately impacted by recommendations			
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:			
Commentary and potential mitigations:			
170 has a majority of female users. This group would therefore be disproportionately adversely affected by a funding cut. The impact of this will be mitigated by the planned advice service changes which will provide better planning for service users and improved referral arrangements between the existing advice providers.			

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## Main Grants 2017-18 report

<b>Name of organisation</b>	<b>999 Club</b>
<b>Date of meeting</b>	<b>2<sup>nd</sup> September 2016</b>
<b>Names and positions of attendees</b>	<b>Jeremy Withers Green, Chairman Andrew Mitchell, Head of Fundraising Winston Castello, Community Enterprise Manager</b>

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Total funding received 2015-16	£7,500	N/A	£2,500	£2,500	£2,500
Total funding to be received 2016-17	<b>£10,000</b>	£2,500	£2,500	£2,500	£2,500

Outcomes	
	Vulnerable adults with complex social needs visit our open access day centre breakfast session that provides a gateway for further engagement in positive activities, health services, personal support and advice and advocacy
	Vulnerable adults with complex social needs engage in positive activities that provide education/training and support to increase their life skills, independence, functionality and employability
	Vulnerable adults with complex social needs engage in positive activities that provide cultural, expressive and physical activities that raise their confidence, self-esteem, health, fitness and wellbeing
	Vulnerable adults with complex social needs engage in our service that offers pathways to health and wellbeing professionals who visit our centres to improve their health and wellbeing
	Vulnerable adults with complex social needs engage in our services that offer pathways to our advice and advocacy service and individual support from day centre staff to solve problems and move them towards independent living

	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	2016-17 Q2	% Achieved TD
<b>Outputs:</b>										
A breakfast open access 999 Club Deptford day centre open 5 days a week Mondays to Fridays for 2 hours per day (approx 60 people per session, 600 over project)	600	260	448	720	<b>720</b>	<b>120%</b>	800	294		<b>37%</b>
A mid morning programme of activities for 1 – 2 hrs 1 activity x 5 days a week Mondays to Fridays that will include IT suite / Job club and other education and training sessions at 999 Club day centre, shaped by the needs of members and reviewed on a quarterly basis accessible to those who engage (approx 5 people per session 150 over project)	150	15	45	88	<b>88</b>	<b>58%</b>	200	72		<b>36%</b>
A mid morning programme of activities for 1 – 2 hrs 1 activity x 5 days a week Mondays to Fridays that will include cultural and physical sessions at 999 Club day centre and environs, shaped by the needs of members and reviewed on a quarterly basis accessible to those who engage (approx 5 people per session 150 over project)	150	33	62	131	<b>131</b>	<b>87%</b>	200	49		<b>24%</b>
4 half-day 1 to 1 health and well being clinics per week in our 999 Club Deptford centre provided by outside statutory and voluntary sector agencies accessible to those who engage (approx. 4 people per day 100 over project)	100	31	55	60	<b>60</b>	<b>60%</b>	100	19		<b>19%</b>



Access to 1 to 1 advice and advocacy sessions as well as individual support from day centre staff accessible to those who engage (approx. 3 people per day 200 over project)	200	100	133	204	<b>204</b>	<b>102%</b>	265	141	<b>53%</b>
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## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

In 15/16, the 999 Club achieved over 100% for two of its five outputs. The Open Access Breakfast Club achieved 720 against a target of 600. Advice and Advocacy targets were achieved, with 204 people seen against a target of 200. In the first quarter of 16/17, the Open Access Breakfast initiative was used by 294 people. The Access to Advice service was used by 141. Numbers in the first quarter were significantly increased for these services in comparison to the previous year.

The three projects for which targets were not achieved were mid-morning learning activities for participants (88 benefited against a target of 150), health centre related interventions (60 accessed activities against a target of 100) and wellbeing activities (131 individuals accessed activities against a target of 150).

Have you achieved all of the wider outcomes outlined in the initial grant application?

The organisation has developed positive partnerships with a range of organisations, including Bench Outreach, Deptford Reach and CRI (now known as CGL). The organisation has a good reputation for working with vulnerable adults and has developed its services to provide a range of activities funded by charitable trusts. It has also achieved the Advice Quality Accreditation in the last year.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

In all cases, the failure to achieve the stated target was due to the organisation refocusing its work with homeless individuals. This has involved providing more structured programmes and fewer drop in opportunities. The missed targets are due to the organisation refocusing its work with homeless people. This change of approach is supported by the council.

The new structure of support was launched in September 2015. As a result, the number of users for the learning based programmes increased significantly in the fourth quarter and progress continued into Quarter 1 of 16/17. The organisation believes this is because the new service places more commitment on service users. For the mid-morning learning activities for participants, the number accessing the service in Quarter 1 was significantly up against the previous quarter, with 72 against a target of 50. For the wellbeing programme, numbers were 49 against a profile of 37. Health and wellbeing services also increased, with 19 individuals accessing services against a profile of 15. The year's target is 100. This suggests that this area will require particular focus going forward to ensure it meets its target.

What local support/evidence of need can you identify for the work you are undertaking?

The organisation has developed three indicators of need which it will use to provide a rationale for its work going forward.

The first of these relates to the development of independence, new networks and feeling part of their community by homeless people and those at risk of becoming homeless, with increased volunteering, participation in local activities and participation in peer support activities being key indicators.

The second relates to homeless people and those at risk of becoming homeless improving their confidence and self-esteem. Progress measures include beneficiary self-reporting in terms of increased confidence, self-esteem, ability to address employment and housing issues and accessing services beyond the project.

The third indicator relates to improved skills for homeless people and those at risk of becoming homeless, to support further learning and employment. Measures include self-reporting of increased skills, beneficiaries gaining nationally recognised qualifications and beneficiaries demonstrating that they have accessed vocational training, apprenticeships and/or employment.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

The organisation believes that the programme being delivered is cost effective and it would find it difficult to further reduce costs. It would, however, seek to access alternative funding to maintain its level of service.

What alternative funding streams are you already pursuing?

The organisation attracts significant levels of funding from a variety of sources – including

- M&G
- Big Lottery, from which they have attracted a grant of £350,000

The organisation has appointed a full time fundraiser and has attracted support from a number of private sector organisations including Pret a Manger.

Are there any other funding streams that you can identify that the council can support you to access?

The organisation will aim to make up any shortfall by continuing to fundraise. However, the organisation has stated that it believes that Council funding is itself a lever for attracting additional funding because it demonstrates official local commitment to the organisation's services.

A potential area of support to the 999 Club would be through the Council's Public Health team working to maximise the 999 Club's service user access to community-based health and wellbeing provision.

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

The 999 Club is not currently seeking official mergers but is looking to develop robust partnerships which complement their main service delivery, particularly with public health agencies and advice organisations, such as Evelyn 190 and the 170 Community Project.

It is also reviewing its night shelter work in conjunction with other partners, including Bench Outreach, CGL and Deptford Reach.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

As stated above, the organisation is open to a range of local collaborations which support their participant group. It is keen to continue to work in partnership with the Council.

What support might you need to move these suggestions forward?

The organisation has a very active board of trustees which feels that it has the skills to take forward its vision and initiatives.

### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

The organisation has not modelled for a 25% grants cut and would aim to identify alternative funding to continue to operate the service at the current level.

Have you modelled this cut and developed an action plan for its implementation?

As the organisation is not seeking to reduce services it has not modelled any cuts. It does, however, have a fundraising action plan and has identified alternative sources of funding to which it aims to apply.

### Conclusion

**Any other comments / areas discussed**

N/A

**Conclusion and recommendation**

The 999 Club provides an important service with the Council's grant contribution enabling it to complement the quality of the provision that it offers to particularly vulnerable groups of adults.

The organisation has refocused its service offer and the new approach is supported by the council.

**It is recommended that this organisation receives a pro rata reduction in funding.**

**Equalities groups disproportionately impacted by recommendations**

Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:	X	Gender reassignment:	
Religion / Belief:			

**Commentary and potential mitigations:**

The organisation works with homeless clients. A disproportionate number of users are likely to have a disability. The impact of funding reductions will be mitigated by the organisation working more closely with other voluntary and statutory partners

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## Main Grants 2017-18 report

<b>Name of organisation</b>	<b>VSL (Access Lewisham)</b>
<b>Date of meeting</b>	<b>20 September 2016</b>
<b>Names and positions of attendees</b>	<b>Val Fulcher, VSL Chair Lorna Taylor, Trustee Evelyn Brady, Chief Executive Steven Oldfield, Deputy Chief Executive James Lee, Head of Service, LBL Winston Castello, Community Enterprise Manager</b>

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Total funding received 2015-16	£73,650	N/A	£24,550	£24,550	£24,550
Total funding to be received 2016-17	£93,200	£24,550	£24,550	£24,550	£24,550

Outcomes	<p>More Lewisham residents accessing groups clubs and services</p> <p>Reduce isolation of vulnerable/older people in Lewisham</p> <p>Prevent health deterioration of vulnerable/older people</p> <p>Increased success of the groups that we support/partner by increasing participation</p> <p>Reduce the burden on specialist services.</p> <p>Increase partnership opportunities</p> <p>Improve quality of life for a greater number of vulnerable and socially isolated people</p> <p>Greater equality of opportunity</p> <p>Increase the number of volunteer hours in Lewisham</p> <p>More cost effective providing better value for money</p>

<b>Outputs:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	2016-17 Q2	% Achieved TD
To maintain a bank of 25-30 volunteers as car drivers, minibus drivers, passenger assistants, admin support and database support to ensure service provision	25-30	39	5	-	44	100%+	35	40		114%
Increase volunteer hours by 20% (2830)	20%	6%	12%	20%	20%	100%	3000 Maintain	3500		117%
All drivers will take either a MiDAS Car and MPV or MiDAS minibus test. Passenger Assistants will take PATs test	All drivers have undertaken relevant courses				Achieved	100%	20	6		30%
To maintain a bank of service users	960	950	1000	1000	Achieved	100%	1000	911		91%
Meetings with referrers in order to ensure we maintain current level of referrals	N/A	4 meetings	3 meetings	2 meetings	Achieved	100%	12	3		25%
Meetings with organisations funded through CTC to discuss and target needs will be organised on a regular basis	N/A	3 meetings	3 meetings	3 meetings	Achieved	100%				
Maintain transport requests from July 2015 to March 2016 at current levels	Transport request levels have increased during the course of the year						2000	2000		100%
Recruit Travel Training Coordinator		Achieved			Achieved					
Meet with referring agencies to identify potential Travel Training beneficiaries	6			6	6	100%	16	4		25%
Maintain pool of travel coaches							10	9		90%



Train 10 people to travel independently	10			11		110%	15	3		20%
Provide 6 people with supported Travel Training journeys. Targets reviewed due to LBL training requirements. Agreed new target was 6 people to begin TT in 4th quarter				6	6	100%				
Meet with LBL and LCTs to discuss 'one stop transport shop' with a view to all community transport in Lewisham being based at VSL premises	A number of discussions have taken place between VSL, Lewisham Community Transport and LBL officers					Achieved				

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

VSL recruits, trains and supports volunteers for its Access Lewisham project. They work in partnership with Lewisham Community Transport scheme. They have developed an effective way of working with Lewisham Community Transport. However, the number and availability of the vehicles provided is sometimes not sufficient to enable VSL to meet demands from residents and community organisations.

The project has a number of specific outputs, including:

- maintaining a bank of volunteers
- MIDAS training for car and mini-bus drivers
- maintaining a bank of service users
- coordinating transport requests
- undertaking travel training

The organisation achieved all the agreed outputs. However, in the case of its travel training, planned arrangements with Lewisham teams working with individuals with learning disabilities were not achieved. The organisation therefore revised this area of work and provided travel training support to local schools working with young people with disabilities.

Have you achieved all of the wider outcomes outlined in the initial grant application?

The wider outcomes for this initiative include more residents accessing groups, clubs and services, reduced isolation, prevention of health deterioration, reduce the burden to specialist services and increasing the number of volunteer hours.

The work of Access Lewisham supports these outcomes.

The project is increasingly referred to by organisations planning activities to ensure that vulnerable residents have the required transport in place to be able to access a range of activities. These activities include Council-supported initiatives such as Meet Me At Albany and Allsorts.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

N/A

What local support/evidence of need can you identify for the work you are undertaking?

Significant local support for the project is evident, with strong take up from a range of organisations. Service providers increasingly plan their service delivery in conjunction with Access Lewisham in order to meet service users' transport needs.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

VSL, the management organisation for Access Lewisham, is due to move to the Leemore Centre and will work more closely with Lewisham Community Transport Scheme. This will offer opportunities for the exploration of potential savings.

What alternative funding streams are you already pursuing?

The organisation recently received a grant of £10,000 to support its recruitment and support of volunteers.

VSL are open to considering all funding streams and will work with council officers to explore these.

Are there any other funding streams that you can identify that the council can support you to access?

The organisation is engaged in discussion with learning disabilities commissioners and other Council officers to explore broadening the range of transport services offered by Access Lewisham.

## 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

The organisation states that it is willing to collaborate with other organisations delivering transport services and believes that the move to Leemore will offer further opportunities.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

The organisation has stated its willingness to share its volunteer recruitment and training expertise with other organisations and it also believes there is significant potential in further development of its travel training offer.

What support might you need to move these suggestions forward?

The organisation would welcome support from Council officers and commissioners in modelling its transport offer to better meet the needs of individuals with personal budgets.

#### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

The organisation states that a 25% cut would lead to a corresponding reduction in service delivery as it would result in reduced staffing resources.

Have you modelled this cut and developed an action plan for its implementation?

The cut has not been modelled by the organisation. However, the organisation's trustees will be discussing the potential impact of any reduction before the end of the year.

#### Conclusion

##### Any other comments / areas discussed

N/A

##### Conclusion and recommendation

The organisation has achieved all agreed outputs and no immediate savings are identifiable. **It is therefore recommended that a pro rata reduction is made.** However, to mitigate the impact, Council officers are keen to develop the organisation's transport offer to enable it to commission services from other Council teams.

##### Equalities groups disproportionately impacted by recommendations

Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:	X	Sexual orientation:	
Disability:	X	Gender reassignment:	
Religion / Belief:			

##### Commentary and potential mitigations:

The organisation's main target groups are older residents and people with disabilities and long term health conditions. To mitigate the impact of any reduction in services, Access Lewisham will aim to work in a more coordinated way with other similar providers.

## Main Grants 2017-18 report

<b>Name of organisation</b>	<b>Ackroyd Community Centre</b>
<b>Date of meeting</b>	<b>08 September 2016</b>
<b>Names and positions of attendees</b>	<b>Pauline Morrison – Chair, Ackroyd Community Centre Alan Bailey - Former Treasurer (helps with accounts), Ackroyd Community Centre Tony Rich - Community Engagement Officer, Ackroyd Community Centre Petra Marshall - LBL Community Resources Manager, LBL Paul Gale - LBL Local Assembly Manager, LBL</b>

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Total funding received 2015-16	£36,750	N/A	£12,250	£12,250	£12,250
Total funding to be received 2016-17	<b>£49,000</b>	£12,250	£12,250	£12,250	
<b>Outcomes</b>	<b>Support</b>				
	1.1 CTC Vulnerable older adults maintain long-term independence through having increased health and wealth-being by taking part in physical, social and learning activities. 1.2 CTC Isolated older adults locally are engaged with and become service users. 1.3 CTC Service users with dementia more easily identified and referred for support where appropriate and supported to participate in our activities. 1.4 CTC Increased choice and availability of services offered to older adults through the borough-wide partnership leading to increased usage of our services by older adults. 2.1 SCC Strengthening local area partnerships, bringing them together to work collaboratively. 2.2 SCC community development activity coordinated across the Crofton Park ward to encourage partnership working and avoiding duplication. 2.3 SCC identifying gaps in youth and community provision 2.4 SCC help increase and coordinate volunteering in the ward				

	<b>Special Conditions:</b> Communities that Care - Must participate in partnership work to create a network of provision across the borough. Strong and Cohesive Communities - Must work as part of the Community Development Consortium with other Neighbourhood funded Groups and other stakeholders.									
	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	2016-17 Q2	% Achieved TD
<b>Outputs:</b>										
1.1 EPSP delivers 10 preventative weekly services to the over 55's, promoting physical health, well-being, arts, culture and socialising. Each session 1 hour - 2 hours in duration at the Ackroyd Community Centre and Kings Sports ground in the Crofton Park ward. Services delivered 48 weeks per year. Participation rates by service users in preventative services quarterly 1000.	6000	1342	2768	4318	8428	140%	1000	1617		646%
1.2 Referral system via Community Connections leading to increased membership Programme of awareness raising with 3 local GP surgeries and a referrals systems to EPSP created for isolated older adults, leading to increased membership. Workshop delivered to 10 EPSP members in befriending.	18	4	8	6	18	100%	12	3		100%
1.3 Delivery of 1 training workshop to tutors and steering group members in Dementia awareness (12 people)	12 attendees	7	0	6	13	108%	6	5		333%
1.4 Coordinated timetables of all partner activities are publicised together and circulated around the borough		<b>Fully up and running</b>					To be fully updated autumn and then 6 monthly			

2.1 New projects initiated and delivered in collaboration by local partners to address gaps in provision	6	4	5	0	9	150%	6	2		133%
2.2 <i>Liaising and coordinating between the proposed work plans of the Local Assembly, Neighbourhood Forum and local partners' community service plans.</i>	6	4	4	0	8	133%	6	2		133%
2.3 <i>An audit of community and youth provision in the ward and research and compared to community need to be provided to the Local assembly and partners for review and implementation.</i>	Ward audit delivered including volunteering needs analysis and youth provision survey. Volunteering support covered at March Assembly meeting with over 100 attendees See 2.3 and 2.4 for updated targets for 2016/17									
2.4 Identify volunteering activity across partner organisations and their volunteering needs to support local community activity; working with volunteering experts and local partners to coordinate and support										
<b>2016-17</b>										
2.3 Working to create a successful annual CroftFest event & to use the it as a means of consulting community on the needs & aspirations for the ward with a target for 20 businesses participating on the day and 100 local people participating in community engagement							1	1 CroftFest to be take place 24 September with local needs survey and information on local volunteering. Teatro Vivo Usherettes to assist on		100%

								<i>the day. Excellent buy in from local businesses so far.</i>		
2.4 Identify volunteering activity across partner organisations & their volunteering needs to support local community activity; working with volunteering experts & local partners to coordinate & support with view to creating new volunteering opportunities in ward							20	5		<b>100%</b>



## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

The Ackroyd Community Centre receives funding under the themes Communities that Care and Strong and Cohesive Communities (Neighbourhood).

It has performed well and met or exceeded all of its outputs in 2015-16 and the first quarter of 2016/17.

Have you achieved all of the wider outcomes outlined in the initial grant application?

**Strong and Cohesive Communities** – During quarters 2, 3 and 4 of 2015/16 a comprehensive mapping exercise took place outlining provision within the ward and need. In addition croftonpark.com started and a community needs survey was carried out which had 66 responses.

The new CDO is looking at continuing to strengthen local partnerships such as Ewart Road Clubhouse and attracting new users. They hosted the last assembly meeting in June and the CDO is currently looking at improving the wi-fi at various venues throughout the ward and hosting Techie Tea Parties in different venues. A mapping exercise has been carried out in the ward and this helps to avoid duplication. A further issue is making the Neighbourhood Plan more accessible to people and ensuring that it is presented in a language that people can understand. A user friendly session presenting the plan was carried out at the July 2016 Assembly

CroftFest took place in September and lots of business embraced the idea of working in partnership to support it as well as voluntary organisations. A questionnaire was composed which Teatro Vivo used on the day. The results of this will be available shortly. The CEO is also helping organisations with funding bids including a Deutsch Bank bid for the Elder Peoples Support Project.

The Crofton Park Community Development Worker is based outside of the Ackroyd Centre and will work at various locations within the ward. This was a crucial part of the initial application as it was felt that the officer must work outside of the Centre. The initial Community Development Officer (CDO) left the post in April 2016 and the new CDO started in May 2016.

**Communities that Care** - Activities at the Ackroyd Centre are doing well with demand over-subscribed. The Ackroyd Centre will also tackle issues such as fear of crime and provide an opportunity for other Groups to visit and have a platform to talk to the users about fears and everyday issues.

The Centre does not promote itself as an organisation that deals with dementia referrals as this involves a high ratio of workers to users and specialist care. However, some users are unfortunately starting to have signs of dementia. The focus is on dementia awareness training for users and identifying the signs of dementia, people that are in the early stages can still access activities such as the lunch club, but the Centre's users are people who can operate with a degree of independence.

The Centre does receive support in referring people on, but this can be difficult at times.

There is a high demand for use of the Centre and often people have to be referred to other venues such as Ewart Road Clubhouse and St Hilda's and St Saviour's all of whom have excellent relationships with the Ackroyd. Demand for services continues to increase and user satisfaction is high.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

As above, the Ackroyd Centre has met all of its outputs and outcomes.

What local support/evidence of need can you identify for the work you are undertaking?

The CDO has helped to identify gaps in provision and bring new organisations into the fold such as Ewart Road Clubhouse. Local people and groups have embraced CroftFest which is the only event dedicated to celebrating Crofton Park. In addition to this the CDO has provided invaluable support to local organisations with fundraising.

The Ackroyd Centre continues to experience increases in the number of users at the Centre, there is extremely high demand for use of services, resulting in other venues having to be used in the ward. Other venues include St Saviours, St Hilda's and Ewart Road Community Clubhouse. Feedback from EPSP users is extremely positive.

The Elder People's Support Project at the Ackroyd Community Centre provides preventative services for Older Adults. Service users are accessing services from across the borough demonstrating that services provided are of good quality and not replicated.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

No proposals were identified that could result in significant savings against current expenditure.

What alternative funding streams are you already pursuing?

Ackroyd is looking at several small applications including Deutsche Bank and Veolia Environment Trust Funding for a green garden project at Ewart Road. The Ackroyd is also looking at Crowdfunding as it has a large member base that it may be able to utilise. The Centre will also look at the Comic Relief Fund which does include core costs.

Are there any other funding streams that you can identify that the council can support you to access?

No support was identified at this present time, but the Ackroyd will contact the Council if support is required in the future.

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

The Ackroyd is already working in partnership with other organisations and works exceptionally well in different ways including sharing venues with joint sessions. The relationship with Community Connections is very good resulting in a large number of referrals and timetable coordination. It was therefore felt that there is little room to explore this area further, however they are always open to suggestions.

The CDO is based outside of the Ackroyd Centre and works well with other organisations within the ward. Key partners include St Saviour's, St Hilda's and Ewart Road Clubhouse. In addition to this the CDO has provided integral support to projects such as Acorn Children's Centre, Crofton Park Railway Gardeners and Crofton Park Online.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

The Ackroyd Centre already works with St Saviour's, St Hilda's and Ewart Road Community Clubhouse.

What support might you need to move these suggestions forward?

N/A

### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

**Communities that Care** - For EPSP (Elder People's Support Project) it would be a £6,250 cut which will mean income reduces by an eighth and salaries by a quarter. Ackroyd does have reserves, but this not sustainable long term. Fees were increased 9 months ago and rents were increased at the Ackroyd 15 months ago. This was hard, with 75% of trustees not in favour, as a result of this some Groups threatened to leave due to the increase, however all the Groups are still at the Centre so potentially rents can be increased again.

The Ackroyd Centre only has two staff as last year the management post was cut, if one of these staff were to go the Centre could not cope with one member running the Centre

and EPSP. Even a reduction in hours could be problematic as this may not suit these staff who have specialist knowledge and are irreplaceable.

Costs will be difficult to cut, but there may be capacity to improve revenues. EPSP will have to look at their viability and their association as to whether they want to continue with the project as they may need to put in some funding as they benefit from free office space and very low rents.

**Strong and Cohesive Communities** - There will be an impact on the Community Development work as this will almost certainly result in a reduction of hours. However, it was felt that as much of the groundwork (meeting local groups, establishing new contacts and fundraising support) has already taken place that this can be accommodated with a more targeted approach to the development work.

Have you modelled this cut and developed an action plan for its implementation?

The Ackroyd Centre has looked at this and has identified areas where it can potentially make savings as outlined above.

## Conclusion

### Any other comments / areas discussed

The Ackroyd Centre would like to see other examples of good practice amongst main grants recipients particularly in Community Development.

It was recommended that they link in with the Corbett Residents Association who are also doing some good work in Community Development and the Bellingham Community Project.

LBL Officers will organise a range of best practice sharing workshops to facilitate contacts with other organisations.

### Conclusion and recommendation

The Ackroyd Centre is performing extremely well and meets all of its outputs. There is high demand for the service that it provides and for use of the Centre itself. The Community Development role has been embraced and there is a clear understanding of the type of work required including mapping exercises, surveys, creating partnerships and being based at different locations throughout the ward.

**It is recommended that the Ackroyd Centre receive a pro-rata cut.**

Equalities groups disproportionately impacted by recommendations

Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:	X	Sexual orientation:	

Equalities groups disproportionately impacted by recommendations			
Disability:		Gender reassignment:	
Religion / Belief:			
Commentary and potential mitigations:			
<p>Any reduction to the funding allocated to the Ackroyd around Communities that Care (CTC) theme will affect older people who use the centre through the EPSP. There is the capacity to increase rental charges, however this has previously been met with resistance. Therefore, there does remain the concern that any reduction in funding will see a disproportionate impact on this protected characteristic.</p>			

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## Main Grants 2017-18 report

<b>Name of organisation</b>	<b>Advice Lewisham</b>
<b>Date of meeting</b>	<b>28 September 2016</b>
<b>Names and positions of attendees</b>	<b>Rachel Braverman, CEO CAB Liz Yalmaz, Advice Services Manager, LMLAS Audrey Hart, administrator, Evelyn 190 Kathy Wade, Advice Lewisham Co-ordinator James Lee, Head of service, LBL Winston Castello, Community Enterprise Manager, LBL</b>

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Total funding received 2015-16	£39,150	N/A	£13,050	£13,050	£13,050
Total funding to be received 2016-17	<b>£52,200</b>	£13,050	£13,050	£13,050	£13,050

<b>Outcomes</b>	<b>Support</b>
	<ol style="list-style-type: none"> <li>1. Strengthened relationships between Advice Lewisham partners and other voluntary and statutory agencies.</li> <li>2. Use of Advice Lewisham Advice Finder Tool by the community and other agencies to access appropriate advice services in the borough.</li> <li>3. Policies and procedures developed for the increased use of data from Advice Lewisham partners and Forum members for Social Policy purposes.</li> <li>4. Options available and plan developed for the setting up of Pro Bono advice services available across the borough through the provision of an Honorary Legal Advice service which will lead to increased availability of free high quality advice services.</li> <li>5. Options identified for increasing the provision of immigration advice within the borough identified.</li> <li>6. Increased number of volunteers available to work at partner agencies. Volunteers receive high quality training and support.</li> <li>7. Information regarding available interpreters more easily accessible, increased number of trained interpreters.</li> <li>8. Annual Open Days held to promote available free advice services</li> <li>9. Increased and improved skills of partner Trustee Board members</li> </ol>

	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	2016-17 Q2	% Achieved TD
<b>Outputs:</b>										
Quarterly Advice Lewisham Steering Group meetings. Quarterly Advice Lewisham Forum meetings	3	1	1	1	3	100%	Awaiting figures			
5,000 visits to the Tool in the first year	5,000	917	1,804	1,956	4,677	94%				
Social Policy Strategy and policies and procedures developed with a plan for future implementation.				1	1	Achieved				
Strategy developed for options of developing an Advice Lewisham Free Legal Advice Service				1	1	Achieved				
8 volunteers trained each year across the partner agencies	6				4	66%				
Development of language bank available to partners. Number of interpreters trained and recruited.						Being developed				
One Open Day will take place			Achieved			Achieved				
Resources developed to enable partner agencies to carry out a skills audit of their Trustee Board members				Achieved		Achieved				



## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

The key agreed outputs for Advice Lewisham are:

- Facilitate quarterly advice steering groups
- Number of visits to online advice tool
- Development of strategies in social policy, legal advice service, immigration advice
- Facilitate training and placement of volunteers
- Development of language bank for partners
- Organise open day
- Resource development of skills audit tool for the trustees of their partner agencies

In the first three quarters of operation, all the targets were achieved, with the exception of the target requiring the placement of six volunteers, as only four were placed.

Have you achieved all of the wider outcomes outlined in the initial grant application?

The organisation achieved the outcomes as stated in their application.

Good progress has been made towards improving joint working and the policies developed with the partnership provide good data for future funding applications.

However, it should be noted that during the course of the year, the principal partnership development activity relates to the development of a common approach to all the grant-funded advice organisations working in a co-ordinated way, including the development of a single gateway for initial enquiries.

The Advice Lewisham Co-ordinator has spent a significant amount of time working with partners and London Borough of Lewisham officers to plan and contribute to the design of a re-configured Advice Lewisham service. Although this was not specifically stated as one of the objectives during the course of the year, it has become the prime focus of Advice Lewisham's work.

The organisation's objectives for the remainder of 16/17 and for 17/18 will need to better reflect the need to play an active part in developing the new borough-wide service.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

As stated above, the organisation has achieved its targets in the main. However, for the remainder of this year, the organisation's priority will be aimed at developing the new Lewisham-wide advice service.

What local support/evidence of need can you identify for the work you are undertaking?

The changing welfare benefits landscape continues to place great demand on advice organisations as they seek to support residents who require help in negotiating changing legislative requirements.

Advice Lewisham, along with partner agencies, plays a key role in working with residents to increase confidence in accessing the increasing number of services that are provided digitally. Advice Lewisham is an active partner in the GO ON partnership which aims to develop the digital skills of residents.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

Advice Lewisham has explored different collaborative approaches, including sharing IT maintenance services and possibly developing community accounting initiatives which have the potential for making significant savings for individual agencies.

The network is also looking at using Google Apps as a common framework for all the agencies, which would improve communications. Additionally, the network will be looking at cost-effective approaches to volunteer recruitment.

What alternative funding streams are you already pursuing?

Advice Lewisham will work with organisations to encourage closer collaboration. One of the initiatives being developed is to work with the Evelyn 190 Centre to develop an infrastructure support bid to City Bridge Trust. This would enable the partnership to deliver support services not currently provided by the London Borough of Lewisham.

Are there any other funding streams that you can identify that the council can support you to access?

Advice Lewisham is seeking to apply to the Lloyds Foundation for funding of a Freephone advice line. This could possibly be facilitated through Lloyds Bank's partnership with the Lewisham GO ON initiative.

## 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

Although Advice Lewisham is already a partnership-based initiative, possible savings could be achieved through looking at co-location of services with an existing partner.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

Advice Lewisham will continue to seek to work more effectively with partner agencies, and the forthcoming move of a significant element of the advice service to the Leamore Centre could make a contribution towards increasing the sharing of resources.

What support might you need to move these suggestions forward?

Advice Lewisham will work closely with the Council through the Advice Review Project Board where initiatives can be prioritised and progressed.

#### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

The organisation states that it would look at staffing, possibly reducing the number of staff from two part-time posts to one part-time role. Other options could include reducing the hours of both the current part-time staff. Both options would involve reducing the current number of services provided to the partnership, particularly the role of providing support in developing funding bids.

Have you modelled this cut and developed an action plan for its implementation?

Advice Lewisham is currently mapping service delivery across the borough. This will include identifying alternatives to some of its current activities.

#### Conclusion

##### Any other comments / areas discussed

The Advice Lewisham agreement is currently contracted through Lewisham CAB. However, the day to day planning for the service is undertaken by the existing advice partner organisations. This can sometimes create a degree of confusion in terms of Advice Lewisham's governance. It is therefore recommended that the CAB's management system for Advice Lewisham is reviewed.

##### Conclusion and recommendation

Advice Lewisham will continue to play an important role for the advice service in the coming year, as the development of common advice provision across the borough is taken forward. **It is therefore recommended that the organisation receive a pro rata reduction in grant.** The organisation will be working as part of the advice review and will

be contributing to the common gateway for clients. This recommendation is conditional on the full involvement of the organisation in the review and the organisation's commitment to jointly plan and deliver advice provision across the borough.

Equalities groups disproportionately impacted by recommendations			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:			
Commentary and potential mitigations:			
<p>The organisation works across the borough and focuses on working with organisations as opposed to individuals. There are no particular groups that would be disproportionately affected by a reduction in services. The advice review and the re-prioritisation of services will aim to address any adverse impact on service users.</p>			

## Main Grants 2017-18 report

<b>Name of organisation</b>	<b>Age Exchange (AE)</b>
<b>Date of meeting</b>	<b>5<sup>th</sup> September 2016</b>
<b>Names and positions of attendees</b>	<b>Kumar Jacobs - Chair AE Rebecca Packwood - CEO AE Lucy Formolli – Development Officer Cultural Development, LBL James Lee - Head Culture and Community Development, LBL</b>

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>					
Total funding received 2015-16	<b>£24,375</b>	N/A	£8,125	£8,125	£8,125					
Total funding to be received 2016-17	<b>£32,500</b>	£8,125	£8,125	£8,125						
<b>Outcomes</b>	<b>Support</b>									
	1. Older people participate in inclusive artistic, creative and social activities to improve communication and to enjoy social contact. Have a laugh!M13									
	2. Older carers participate in activities to build self-esteem and resilience									
	Older people participate in a series of 1:1 sessions including Reiki, Indian Head massage, Mindfulness etc., to help to learn relaxation and Have some 'me time'									
	3. Carers participate in 1:1 sessions to learn more about benefits, coping strategies and to increase learning about the illness affecting their family member.									
	4. Older isolated/vulnerable people (carers and cared for) feel more involved in the local community.									
<b>Outputs:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	<b>2015-16 Total</b>	<b>% Achieved</b>	2016-17 Target	2016-17 Q1	<b>2016-17 Q2</b>	<b>% Achieved TD</b>
3x weekly carers groups providing stimulating and creative activities for older people with caring responsibilities for family members together with the	1080 360 sessions PQ	330	352	422	1104	<b>102%</b>	1140 – participant target	857 participants	N/A	<b>75% - Output on track</b>

person that they care for (60 participants x 48 weeks = 2880 hours of intervention - each session 2 hours)										
Weekly alternative therapy sessions (576 hours of activity - each session 2 hours)	216.54 Sessions PQ	30	108	92	230	106%	288	166	N/A	57% - Output on Track
Health and wellbeing advice from a health and wellbeing coordinator to enable older people to keep them well and engaged with the community that they live in. (1680 hours of advice and advocacy)	1260 hours AA 420 PQ	368	432	366	1166	93% - although this output is below target, this is due to over achievement in other Outputs. please see report for clarification	1680	294	N/A	17.5% - although this target is behind, this is due to over achievement in other Outputs. please see report for clarification
Wide variety of weekly activities for older people (48x 10 hours of meaningful activity = 480 hours)	360 120 PQ	184	211	144	539	149%	480	164	N/A	34% - Output on Track

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

All areas are over 90% and 3 of 4 outputs have been exceeded.

Output 3 - **Health and wellbeing advice from a health and wellbeing coordinator to enable older people to keep them well and engaged with the community that they live in.(1680 hours of advice and advocacy)** is at 93% achieved, due to more emphasis put into output 4 **Provide Wide variety of weekly activities for older people.**

This reallocation of resource has been made based on feedback of client group. Capacity means Age Exchange are not able to fully deliver on both outputs, but Age Exchange reacted to views within their user group and cleared this with monitoring officer and senior manager at the time, with the assurance that they would still endeavour to meet their output 3 target where possible.

Age Exchange presented detailed evidence of their work at the monitoring meeting and were happy to provide more anecdotal evidence in their quarterly monitoring.

Have you achieved all of the wider outcomes outlined in the initial grant application?

AE continually assess their contribution to the wider outcomes in their application and how best to serve the older people of the borough.

AE is very focused in keeping older people active and healthy in their own homes which has a significant impact on carers, supporting carers is a large part of their work over and above delivering sessions.

AE is founding members of the Lewisham Dementia Action Alliance and the Purple Alliance of Dementia Friendly Centres. They Are UK leaders in the field of Reminiscence and Dementia work.

The organisation are very concerned with ensuring that the goals of the charity do not get compromised by the additional requirements on the community hub in Blackheath Village that includes a community café, a library, archives, and the Bakehouse and office space.

The Board of Trustees and CEO are currently strategizing to ensure that the hub is self-funding leaving the charity to focus on its reminiscence arts dementia work as detailed in their original Main Grant Application.

AE are Looking into developing these elements as a community interest company and have clarified their mission and aims for the charity recently.

This clarification of aims and values, focusing on the Reminiscence arts work of the organisation ensures that AE are delivering on the wider outcomes of their original applications and adding value to their application

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

**What are the mitigating factors?**

Mitigating factor for lower output on target 3 as above are as follows.

Due to feedback from users and carers, that Age Exchange should focus more on providing a greater number of meaningful sessions and concentrate less on advice.

They have done this, but have still achieved over 90% of output 3 target in spite of this. In order to exceed outputs 1, 2 and 4, output 3 has less resource available.

This was done in discussion with LBL officers during the year, however the output was not changed and although the reasons for not meeting the target were agreed both the officer and organisation, both agreed that the output should be maintained as originally detailed in the application for consistency of approach.

**What plans are in place for improving performance?**

Age Exchange has worked very hard to improve their offer and outcomes for older people. They have done this through working to strategize and fine tune their mission, aims and objective, they have diversified funding streams and are looking to actively sell their services as leads in the field of Dementia care through reminiscence, working with both Guys and St Thomas's on the Radiql programme, which went through quantitative evaluation from Royal Holloway University.

New Philanthropy Capital is working with Age Exchange to develop a theory of change and measurement framework for their work, which will strengthen their service and charities sustainability primarily through the selling of their services.

Overarching this work is the separation of the Blackheath hub from the main work of the charity which should give more focus to both endeavours.

**What progress has been made against actions agreed with your Development Officer?**

Age Exchange was asked to diversify their funding streams and have done this to excellent effect – see section below

They were also tasked with becoming more widely connected with the borough as a whole and to be seen less as a hub for Blackheath. They have delivered on this and have made recent partnerships in other areas of the borough including the north and particularly in Catford South.

It should be noted that users come from all over the borough, most notably the highest number of users come from the SE6 postcode. While borough wide delivery has always been core to the organisation, perception has been that Age Exchange serve only their local area community. This is now changing and LBL and other organisations are recognising Age Exchange as delivering a borough wide service.

What local support/evidence of need can you identify for the work you are undertaking?

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The national and local need for Dementia care is overwhelming.

AE has a strong network and are key members of the Lewisham Dementia Action Alliance and work closely with the Lewisham CCG as commissioners of some project work. They are key partners of Bromley and Lewisham Mind and carers Lewisham and Lewisham Mindcare.

Work delivered through Guys and St Thomas's on the Radiql programme has given AE more understanding of the need in Lewisham and beyond and academic research around their project has highlighted that the need is increasing.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

There are currently no additional plans to change the AE delivery model through capital investment as 11 Blackheath Village, went through a large capital redevelopment in 2011. All core funding comes from fundraising. Age Exchange has employed a part time fundraiser to bring more focus to this.

They are working to ensure that the library and café and centre hire business can be sustainable in its own right and are currently strategizing around making the Blackheath hub a community interest company, with Age Exchange charity being its parent. AE is working with New Philanthropy Capital around developing their services for sale (predominantly training services) which could have a large impact on core funding. They are also looking into accessing personal budgets.

They have maximised their local rental opportunities and are at capacity with office hire space, they rent offices to the Blackheath Society among others.

What alternative funding streams are you already pursuing?

Age Exchange have done excellent work in the last few years accesses a number of large funding streams for example these include: The City Bridge Trust, Lewisham CCG 2015/16, Merchant Taylors- Boones Charity, The Rank Foundation, Merchant Taylors, The Childwick Trust, The Big Lottery Fund – Reaching Communities, Local Sustainability Fund – Office for Civil Society Guy's and St Thomas's Charity, among others. However these tend to be restricted funds.

Age Exchange has a growing 'Friend's' organisation that also take a lead in local fundraising and have their own board and an element of independence from the charity.

Are there any other funding streams that you can identify that the council can support you to access?

Age Exchange are keen to be kept abreast of commissioning opportunities, particularly those for Carers as they are predominantly supporting carers, teaching carers the

techniques of using reminiscence in the home, provide 1-2-1 support. Keeping the carer wellbeing one of the core fundamentals for the charity.

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

Age Exchange are currently not looking to be a part of a merger as they have been spending the last year solidifying the base of the charity and will continue to do this over the next 12-18 months as part of the NPC funding.

They would only consider merging with a partner with a stronger balance sheet that could build on their work. They have little capacity for asset sharing with regard space and time. Buildings are being used to best effect. They are happy to offer advice and support to other organisations on service delivery or the effective use of assets.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

As Above. Age Exchange have excellent and very beneficial partnerships, but none that lead to sharing services.

It was put to the group that their expertise in governance, fundraising, managing a complex building, going through a large capital redevelopment would be things that might be a resource for smaller charity to learn from, Age Exchange were happy to discuss skill sharing and advise for other organisations.

What support might you need to move these suggestions forward?

LBL will work with other organisations to facilitate some information sessions meetings with Age Exchange around information sharing and best practice.

### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

As the LBL funding goes directly to support groups the likelihood will be that Age Exchange would either cut or reduce their inspired caring programme.

However they would do whatever it took to avoid this by looking into accessing personal budgets and would hope to limit the impact on users by exploring the possibility 're house' some of the attendees at that session into other groups, delivered under other restricted funding streams by other funders.

Have you modelled this cut and developed an action plan for its implementation?

They are modelling reducing the inspired caring programme to every other week but hopefully offsetting by encouraging the participants to come to the Sunday group which is funded by the Chadwick trust.

They could also consider charging users for some services but this is difficult within established groups.

They also believe that management time leaks into managing the volunteers of the library and café and this could be offset by the move to a community interest company.

## Conclusion

### Any other comments / areas discussed

There was some discussion regarding the Library provision within the Age Exchange building. The organisation said that it can sometimes be a strain when dealing with the volunteers, however it did not remove any focus from the core work of the charity and Age Exchange are very grateful to the library service for their excellent support.

### Conclusion and recommendation

Age Exchange are a professional and focused charity with an experienced Chair, board of Trustees, CEO, staff and over 70 well trained volunteers and are recognised nationally as leaders in the field of reminiscence art in helping people live better with dementia.

AE have exceeded all outputs by over 90% and delivered on all outcomes.

AE have strong partnerships, including with academic institutions, which have provided qualitative and quantitative evidence of the success of their work on the outcomes for older people and the benefits of reminiscence arts on people with dementia and their carers

AE are not prepared to consider a merger at this current time unless this is with a significantly larger, probably regional or national charity, with a strong balance sheet and the ability to nurture AE. The organisation is prepared to share their best practice skills with other organisations.

AE have been very successful in attracting funding for project based work and are looking into creating a community interest company to sure up and separate the Blackheath hub, to be able to put primary focus back into the charity

A 25% cut will impact directly on one or more of the groups delivered, most likely the 'Inspired Caring' group but the organisation are modelling ways to offset this and look for alternatives. There is now a part time fundraiser in post and AE are aiming for all core costs to be covered by these means.

Age Exchange have delivered and exceeded targets and outputs by over 90%, the majority by over 100%. There is a strong need for more dementia services in Lewisham.

**It is recommended that Age Exchange receive a pro-rata cut.**

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Equalities groups disproportionately impacted by recommendations			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:	x	Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:			
Commentary and potential mitigations:			
<p>Age Exchange provide services primarily for older people but also provide significant resources for their families and carers.</p> <p>The mitigations outlined above will hopeful keep the direct impact of a pro-rate cut to a minimum.</p>			

## Main Grants 2017-18 report

<b>Name of organisation</b>	Age UK Lewisham and Southwark
<b>Date of meeting</b>	2 <sup>nd</sup> September 2016
<b>Names and positions of attendees</b>	John Veness, Treasurer Jacky Bourke-White, Chief Executive Susan Underhill, Deputy Chief Executive Winston Castello, Community Enterprise Manager, LB Lewisham

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>					
Total funding received 2015-16	£72,000	N/A	£24,000	£24,000	£24,000					
Total funding to be received 2016-17	<b>£96,000</b>	£24,000	£24,000	£24,000	£24,000					
<b>Outcomes</b>	<p>To increase economic wellbeing through benefit maximisation raising £700, 000 in benefits for local older people</p> <p>To support 200 older people to remain in their own homes</p> <p>To empower 300 older people to advocate on their own behalf</p> <p>150 older people better informed of care options within the borough</p> <p>To increase the skills of 18 local people through providing volunteering opportunities with training and support to become low-level advice/form filling volunteers</p>									
<b>Outputs:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	<b>2015-16 Total</b>	<b>% Achieved</b>	2016-17 Target	2016-17 Q1	2016-17 Q2	<b>% Achieved TD</b>
We will deliver 5 talks to BAME groups, providing information on benefits and services for older people.	5	1	2	3	6	120%	5	1		20%

We will see 150 older people at drop-in sessions in the most deprived parts of the borough.	150	42	34	61	137	91%	150	36		24%
We will provide 700 office appointments and 300 home visit appointments.	1000	329	356	342	1,027	103%	1000	269		108%
We will carry out over 200 benefits checks for older people. We will negotiate 100 successful repair issues.	300	210	176	168	554	184%	400	80		20 %
We will provide information, leaflets and assistance to service users to enable them to deal with issues themselves	Information provide for service users									
Provide 26 online access sessions to older people and support with online form applications	26	7	19	12	38	146%	34	11		32%
Provide 52 self-advocacy and support telephone sessions	52	13	18	23	54	104%	69	21		30%
We will advise 150 older people on options around care services within the borough	150	66	77	63	203	137%	200	52		26%

<p>We will to recruit a further 6 volunteers a year to train as low-level advice workers/form fillers.          -Volunteers will be placed within different services to increase the capacity for our advisors and other advisors in the borough to deal with more complex issues.</p>	6	3	2	3	8	133%	8	2		25%

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

All except one of the Advice services targets were achieved, with 137 drop-in sessions for older people taking place in the first nine months of the contract and a further 36 in Quarter 1 of 2016/17. The 700 office appointments forecast and 300 home visits were achieved – a total of 1027 were achieved in the first three quarters and a further 269 in Quarter 1 of 2016/17. 38 online access sessions were achieved in the first three quarters and a further 11 in Quarter 1 of 2016/17.

Have you achieved all of the wider outcomes outlined in the initial grant application?

The wider outcomes were achieved, with the Advice Service raising £700,000 through benefit maximisations. The organisation's volunteering opportunities were also achieved, increasing the skills of local people.

The organisation has a number of initiatives for older residents and aims to address particular identified needs. One of the initiatives that Age UK participates in is the Winter Angels initiative which aims to identify vulnerable older residents and mobilise support to address identified needs.

A key aspect of the advice work provided by Age UK is their national telephone support line and their home visits services which address the particular needs of the target group.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

The one area where targets were not achieved relates to advice drop in sessions for older people. The organisation is looking to improve the co-ordination of its advice work and Community Connections activities. This is necessary because a number of Community Connections referrals have welfare advice needs.

What local support/evidence of need can you identify for the work you are undertaking?

As the older population increases, the demand for services offered by Age UK is likely to increase, particularly in relation to vulnerable adults. Age UK Lewisham and Southwark is increasingly focusing its work on this group. A key aspect of their service involves maximising the income of residents through advice on pensions credit eligibility, housing benefit and Attendance Allowance and care costs.

Referrals from statutory agencies, including health professionals, demonstrate this increase in demand.



## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

In common with other advice service delivery in Lewisham, Age UK will be working to redesign current access to advice provision. This better integration of services is aimed at leading to more effective working and a more streamlined service for residents. In addition to this, Age UK is also considering integrating its advice provision with its Community Connections work.

Age UK is further seeking to relocate from its current premises which could result in savings.

What alternative funding streams are you already pursuing?

Age UK Lewisham and Southwark has a well-developed strategy for business development, including the identification of alternative sources of funding. The organisation currently receives grants income from the two boroughs of Lewisham and Southwark.

As part of its work with other organisations, Age UK supports the capacity building of a number of local groups.

With regard to additional funds, the organisation is currently pursuing an application to City Bridge Trust.

Are there any other funding streams that you can identify that the council can support you to access?

In order to mitigate against any reduction in funding, Council officers will work with Age UK to identify alternative funding for parts of its provision. The organisation is taking part in the Lewisham Advice Review.

## 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

Age UK is exploring better co-ordinating their advice service with the work of Community Connections. They believe this is the advantage of developing the advice and information skills of their Community Connections team and enabling the advice team to better target their service to the needs of individuals referred by community organisations.

The organisation is open to working in partnership and collaborating with other groups in the borough. However, given its relative size and complexity, a merger is unlikely to be an option.

The organisation is currently looking at its premises requirements and this could involve working more closely with other Lewisham-based groups.

Through Community Connections, the organisation has very strong links with key local partners, including VSL, Rushey Green Timebank, LDC and Carers Lewisham.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

Age UK has expressed an interest in working with groups supporting older residents in the borough and is willing to share its expertise in working with this demographic.

What support might you need to move these suggestions forward?

Age UK will continue to work closely with LB Lewisham officers in planning its future provision for its advice services, particularly in respect of future neighbourhood-based delivery.

#### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

The reduction is likely to result in a reduced number of advice sessions from ten to seven and a proportionate impact on service delivery.

The modelling of any reduction will need to be done as part of the Advice Lewisham partnership as this will be the single delivery vehicle for advice provision in Lewisham via a range of delivery mechanisms including a Free phone line as the main service entry and triage point.

Have you modelled this cut and developed an action plan for its implementation?

The organisation has not as yet fully modelled the potential impact of a 25% reduction. However, its initial analysis would suggest that a 25% reduction would result in a commensurate reduction in services.

#### Conclusion

**Any other comments / areas discussed**

N/A

**Conclusion and recommendation**

**It is recommended that the organisation receives a pro rata cut in funding.**

The organisation will be working as part of the advice review and will be contributing to the common gateway for clients. The pro rata cut recommendation is conditional on the full involvement of Age UK in the advice review and the organisation's commitment to jointly plan and deliver advice provision across the borough.

Equalities groups disproportionately impacted by recommendations			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:	X	Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:			
Commentary and potential mitigations:			
The organisation works with older residents and a reduction in services would disproportionately affect this group. The impact of this will be mitigated by the planned advice service changes which will provide better planning for service users and improved referral arrangements between the existing advice providers.			

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## Main Grants 2017-18 report

<b>Name of organisation</b>	<b>Ageing Well in Lewisham - LCC (AWIL)</b>
<b>Date of meeting</b>	<b>15<sup>th</sup> September 2016</b>
<b>Names and positions of attendees</b>	<b>Andrew Grant – Chair, AWIL Grace Blythe – Secretary, AWIL Kerry Hagger – Programme Coordinator, AWIL Lucy Formolli - Cultural Development Officer, LBL James Lee – Head Culture and Community Development, LBL</b>

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>					
Total funding received 2015-16	£22,690	N/A	£7,564	£7,563	£7,564					
Total funding to be received 2016-17	<b>£30,253</b>	£7,564	£7,564	£7,564						
<b>Outcomes</b>	<ol style="list-style-type: none"> <li>1. Relatives and other interested involvement in improving the health and welfare of older people</li> <li>2. To reduce isolation by running social and wellbeing Befriending Groups in the local community</li> <li>3. To support less active older people to access a range of appropriate services in their local community</li> <li>4. To encourage referrals from people/agencies working with isolated older people</li> <li>5. Increase skills of 2 local people by providing volunteering opportunities across a range of roles including developing group skills and basic finance accounting</li> </ol>									
<b>Outputs:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	<b>2015-16 Total</b>	<b>% Achieved</b>	2016-17 Target	2016-17 Q1	<b>% Achieved TD</b>	
4 newsletters Yearly (management committee)	3	1	1	1	3	100%	4	1	25% - on target	
2 one off fundraising events and sponsored events	2	1	1	0	2	200%	2	1	50% - on target	
5 new enquiries a quarter	15	11	8	7	26	166%	20	8	40% - on target	

20 distributed organisations	20	7	8	6	21	105%	20	5	25% - on target
To provide over 160 befriending groups for older isolated people	160	54	54	60	168	105%	160	67	41.85% - on target
To provide 200 telephone support responses	200	52	68	69	189	95%	200	53	26.50% - on target
To provide over 150 places	150	54	60	65	179	119%	150	69	46% - on target
To complete 20 new applications to accessible transport providers	20	8	6	8	22	110%	20	6	30% - on target
To make over 15 referrals to weekend services. To make over 50 referrals to other relevant agencies	50	25	24	25	74	148%	65	22	33% - on target
To make over 40 initial home visits	40	10	12	16	38	95%	40	11	27.5 on target
Will provide information flyers for distribution to service users	Ongoing	√	√	√	√	Ongoing	√	√	Target on track
Will provide over 30 telephone support responses to assist referrers to find suitable activities for older people in the borough	30	20	14	15	49	163%	30	10	33% target on track
Increase skills of 2 local people by providing volunteering opportunities across a range of roles including developing group skills, craft skills and basic financial system	2	3	1	1	5	250%	2	2	100% - full target achieved

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

AWIL have met or exceeded the majority of their outputs with only 2 outputs below 100%. For 2 outputs they reached 95% of their target. For 16/17 they are on track to achieve 100% or above on all targets.

They are also providing a men's group which is an important addition to their service and addresses a need in Lewisham for more opportunities to reduce isolation in Men aged 60 or over.

In terms of overall outcomes the main challenge is to outcome 4. **To encourage referrals from people/agencies working with isolated older people** AWIL have had a decline in referrals since the setup of Community Connections, they expressed concern that the services who traditionally referred to AWIL are now going through Community Connections (CC) and leading to a general reduction in referrals direct to the organisation.

The organisation also stated issues around the suitability of people referred through CC. However, AWIL are still achieving their target output so although frustrating for the group, and they could be over achieving on their targets, it is not causing a decline in numbers substantially.

LBL officers will discuss these points directly with Community Connections.

Have you achieved all of the wider outcomes outlined in the initial grant application?

One of major reasons this group is supported through the main grant, was that they were based and delivered services in the south of the borough, where there is clear evidence of need.

However circumstances surrounding the temporary closure of their base, the Goldsmiths community centre, due to asbestos meant they have to relocate and were unable to deliver sessions in Whitefoot. The group relocated their office to the Talent Factory in Catford South. AWIL clarified that clients from all over the borough were being referred and were attending the session at the Grove Centre in Sydenham. Since Goldsmith's Community Centre has re-opened, AWIL have resumed the delivery of 2 sessions there, working in a reciprocal relationship, Goldsmiths needing clients for their lunch service and AWIL providing those clients, through group befriending and craft activity.

AWIL also stated that they had worked with the Catford South ward to deliver craft sessions in 3 care homes in the ward, which is adding value to their original application.

There is a need for Community Connections to make more referrals to the organisation from the south of the ward and for AWIL to work with the SCAIT team and adult social care in Lewisham to reinvigorate south of the borough referrals.

The outputs and outcomes are as agreed in the original application

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

**What are the mitigating factors?**

There are no mitigating factors to report and AWIL has achieved their target outputs and outcomes some issues notwithstanding, as detailed above.

**What plans are in place for improving performance?**

AWIL would struggle to further increase on their existing targets, as they are reliant on a lone worker, who is already working at capacity. There is potential to use volunteers more strategically to deliver more sessions in the south.

AWIL suggested that the time taken to manage the telephone support service is draining and this time, could be more effectively be used to bring in more attendances into the groups and potentially free up volunteer and lone worker time to deliver more sessions. However this is not a requirement for the main grant as targets are being met, so is at the organisation's discretion.

**What progress has been made against actions agreed with your Development Officer?**

The focus in ensuring that AWIL has a strong presence in the south of Lewisham has been a focused action and led directly to the Catford south care home project (Catford South ward has the highest number of care homes in Lewisham, has an above Lewisham average of older people and SE6 has the highest rate of diagnosed dementia in the borough) and will hopefully continue to improve service to Whitefoot and Downham residents as Goldsmiths is now functioning as a venue.

Lead officer has also been working with the organisation to diversify their funding streams and their ability to fundraise.

**What local support/evidence of need can you identify for the work you are undertaking?**

AWIL work predominantly with more frail older people in Lewisham, however they are not able to work with people who already need personal care. They aim to reduce the need for personal care by providing the befriending opportunities and activities to reduce social isolation on the elderly and frail population in Lewisham.

As well as the experience gained from 15 years of working with frail older people in the borough, AWIL utilise information in ward profiles to understand the demographics and diversity of communities in the wards so that the organisation can develop further services sensitive to the community need and have referred to the 'Frail Older People in Lewisham Literature Review 2013(1)'.

In the UK people are living longer lives...Over 85 year olds are currently the fastest growing demographic group in the UK. Health and social care use increase with age; eighty percent of people over 65 years old will need social care in the later years of their lives.



Amongst this growing population of older people are those that are more vulnerable; frail older people. This group are at greater risk of adverse outcomes, including disability, morbidity, mortality, hospitalisation and admission to care homes. Frailty also leads to loss of independence and impairs the quality of life and psychological well-being of older people.

Frail older people have been the subject of a number of national strategies and initiatives in the last few years. In Lewisham the Health and Wellbeing Board have identified two of their priorities as:

- Delaying/reducing the need for long term care
- Reducing the number of emergency admissions for people with long term conditions.

NHS Lewisham Clinical Commissioning Group has specifically identified frail older people as a priority. (1)

Both priorities are directly addressed by the work of AWIL

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

Due to the capacity issues of the Coordinator, the nature of the assessments of referrals, and issues for the management committee in terms of additional time available, there is no real scope for the organisation to change their model of working.

AWIL pay a nominal rent for office space at the Talent Factory but there could be scope to share office space at Goldsmiths if they were willing to negotiate. Alternatively as the Coordinator is often out in the community, AWIL could investigate sharing their office space at the Talent Factory with another organisation who could complete some admin tasks. However these are such small amounts that would not make much difference to the organisation.

What alternative funding streams are you already pursuing?

AWIL do small scale fundraising through events such as community BBQs and so on, they make small funding bids for assembly funds, however these are project restricted and put more pressure on the capacity of the coordinator. They do table fundraising sales and supporters engage in specific activities such as the London Marathon

AWIL has a partnership with Trinity Laban to deliver a singing group on their behalf. Trinity Laban have suggested AWIL apply to the arts council for funding and would work with them to deliver a package to apply for.

No larger fundraising is being done through the application for bigger grants at present due to capacity issue. This could improve if the Management Committee could recruit a permanent treasurer and fundraiser to the committee. They have had success in the past

through the Church Urban Fund, Merchant Taylors and Awards For All, so there is scope to re approach these and the City Bridge Trust.

The benefits of the Management Committee finding time to complete grant applications, such as Big Lottery funding and the trusts mentioned above, could strengthen AWIL's sustainability.

Are there any other funding streams that you can identify that the council can support you to access?

Lead Officer will work with the organisations management committee to help identify appropriate funding streams and discuss selling their services and the potential of being directly commissioned by the Lewisham CCG to deliver some services to frail older people as identified as local need (evidenced in Section 1D of this report).

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

Merger was discussed but AWIL were reluctant to pursue this as they could not really identify the benefit to their organisation. The close relationship already developed with the Grove Centre, the delivery venue for several of their befriending groups was raised as a possibility.

AWIL were far keener to discuss asset sharing and support from other organisations in Lewisham. For instance, groups such as Seniors who have more active users, could potentially direct users to AWIL as they become frailer and their needs change.

They would be very interested in working with other groups on strengthening their Management Committee with regard fundraising experience and governance. AWIL are especially keen to work with other groups who had transport provision.

There was a discussion about working with other organisations delivering to AWIL's target group to bring their users to AWIL sessions such as Sydenham Garden. This would reduce Coordinators time assessing clients as Sydenham Garden 'Co-Workers' are already assessed and could be a natural pathway for co-workers when their time at SG comes to an end – there could be potential for joint grant applications around that.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

The Talent Factory was already approached for office space after AWIL had to leave Goldsmiths.

By working more closely with the Lewisham Council Adult Social Care team, to develop their offer for those with personal budgets, or looking into being commissioned to delivered sessions by the Lewisham CCG, there could be potential for more groups to be delivered in the south and enhancing their offer to other funders.

What support might you need to move these suggestions forward?

AWIL were one of many organisations during this process to see the benefit of working more closely with other Main Grant funded organisations. LBL officer will therefore organise a workshop event, where all best practice and asset sharing ideas could be put on the table and ideas and plans made to help all organisations work together more effectively.

This event will be planned and delivered by Lead Officer in or shortly after December 2016.

Lead officer will also make investigation into viability of working the CCG and make necessary introductions

#### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

The Main Grant directly funds the Coordinators part time post. AWIL had no clear suggestions to add on what change to service delivery would be required after a 25% cut was received.

It was asked if the Coordinators hours might need to reduce and AWIL confirmed that this was a very real possibility. This would of course lead to a reduction in service delivery, as the coordinator, as a lone worker, would need to scale back in the event of cut to weekly hours to off-set a lower salary.

AWIL confirmed they had 3 months wind down costs in reserves, but hoped to wouldn't come to that and heat they would look into other methods of fundraising core funding through grant or commission

Have you modelled this cut and developed an action plan for its implementation?

There has as yet been no official modelling of this cut nor a plan for implementation. It is hoped that the asset sharing event could help deliver an action plan for AWIL to work to.

#### Conclusion

##### Any other comments / areas discussed

An issue raised at the meeting was how communications between the Management Committee and Coordinator and volunteers were working and if these were improving, as they had been raised as issues in previous annual monitoring meetings.

It was stated that things were improving and that the new Chair was looking at different ways of managing staff and volunteers and improving general communications.

Coordinator also showed LBL officers some of the creations made by the frail and elderly members of their befriending craft sessions.

**Conclusion and recommendation**

Ageing Well in Lewisham are meeting all targets and outputs as detailed in their application.

They were primarily funded to meet a need identified in the south of the borough, however due to unforeseen circumstances – the closure of the Goldsmiths Community Centre – they had to vacate that base and continued to deliver sessions in Sydenham. However, clients from all over the borough attended those sessions. Since the re-opening of Goldsmiths, AWIL are able to focus more on delivery in the south again.

There is a need to provide services for frail older people, not yet needing personal care as detailed in the ‘Frail Older People in Lewisham Literature Review 2013(1)’

Ageing well are not actively pursuing funding streams that will help the organisations sustainability due to capacity of the Management Committee. This is a primary focus and will be followed up by Lead Officer

AWIL are not looking into merger possibilities presently but are very keen to discuss asset sharing with other organisations delivering similar work and have requested LBL facilitate workshops sessions around this.

The organisation has not modelled a 25% but believe as the Main Grant funds the Coordinator - a lone worker - that a cut could lead to a reduction in services, due to the possible reduction in working hours of Coordinator as a direct result in loss of income

Ongoing issues of communication between Management Committee and Staff/volunteers is being addressed by the organisation

Ageing well in Lewisham have delivered and exceeded targets and outputs by over 95%, the majority by over 100%. There is a strong need for services dedicated to frailer older people in Lewisham.

**It is recommended that Ageing Well in Lewisham receive a pro-rata cut.**

**Equalities groups disproportionately impacted by recommendations**

Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:	x	Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:			

**Commentary and potential mitigations:**

AWIL provide services primarily for older people.

Equalities groups disproportionately impacted by recommendations

The fact that the potential 25% cut has not been modelled makes assessing the impact on these groups difficult but, given the fact that the majority of the funding goes towards a single post, there is likely to be a significant impact on service delivery.

Officers will continue to work with AWIL to minimise the impact on their service users.

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## Main Grants 2017-18 report

<b>Name of organisation</b>	Bellingham Community Project (BCP)
<b>Date of meeting</b>	12 September 2016
<b>Names and positions of attendees</b>	Lynda Stevens – Chair, BCP Julian Rouse - Project Manager, BCP Petra Marshall - LBL Community Resources Manager Paul Gale - LBL Local Assembly Manager

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Total funding received 2015-16	<b>£23,925</b>	N/A	£7,975	£7,975	£7,975
Total funding to be received 2016-17	<b>£31,900</b>	£7,975	£7,975	£7,975	

<b>Outcomes</b>	<b>Support</b>
	<ul style="list-style-type: none"> <li>1.1 An integrated, joined up approach to community development in the local area</li> <li>1.2 Local residents involved in the planning of two local regeneration projects (Fellowship, Beckenham Place Park)</li> <li>1.3 Local residents more involved in local community and with stronger links with local providers</li> <li>1.4 More funding brought into the local community</li> <li>1.5 Increased levels of volunteering in the local community</li> <li>1.6 Residents with increased awareness of what's happening in the local community</li> <li>1.7 Local groups and individuals with increased skills capacity</li> <li>1.8 Increased involvement of isolated, hard to reach residents most in need</li> <li>1.9 Increased sense of community ownership/spirit</li> <li>2. Strong and Cohesive Communities – Borough Wide</li> <li>2.1 More funding accessed in the borough</li> <li>2.2 Mapping spare building capacity within the voluntary sector</li> <li>2.3 Communities accessing more services, policies and procedures developed to ensure equal and fair access to services</li> </ul>

Outputs:	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	Q 2	% Achieved TD
	2.4 Create a community hub 2.5 Collaboration/best practice Further details on how the staffing structure would deliver the Neighbourhood work. Must work as part of the Community Development Consortium with other Neighbourhood funded Groups and Stakeholders.									
Bellingham action plan drawn up that is linked in with Bellingham Assembly priorities and the Well London phase 2 plan for the area and other borough-wide and area-wide initiatives						YES	Re-evaluation of needs and delivering of revised plan and actions from survey such as communication	Full evaluation of Bellingham Festival complete and needs survey from Festival		100%
Establishment of resident-led groups taking ownership of projects	3	1	1	1	3	100%	10	7		280%
Interagency meetings, 4 health forum meetings and 3 local assembly meetings held per year	10	3	4	3	10	100%	10	3		120%
Fundraising secured through grant applications submitted to various sources fundraising strategy.	5	2	3	2	7	140%	6	2		133%
Running the Well London volunteer	12 WL 6RGTB 9BEGO	16 WL 72 TB 9BeGO	16WL 78TB 9BEGO	17WL 84TB 9BeGO	15 84 9	101%	16WL 9RGTB 12BEGO	16RGTB		238%



team and the Bellingham Time Bank								6 Bell Craft Club		
Assist with the production of a 6 monthly community newsletter hand delivered across the estate. Weekly email circulation. Text message updates. Development of Bellingham Online website, Facebook and Twitter	Newsletter, weekly email, text updates, website development, facebook, twitter	Residents Survey Bellingham Online 700 contacts database	FB Twitter Weekly Ebulletins	Updated Website 1000 database Newsletter with LA	Delivered including 4 x newsletter	YES	6 monthly newsletter, weekly email, text message updates, website, facebook and twitter	Newsletter with LA BCP Survey on website		
Running of annual Bellingham Festival. Running of community pantomime	2	Bellingham Festival delivered	Community Pantomime delivered at Carols on the Green		2 events delivered	100%	Bellingham Festival & Community pantomime	Bellingham Festival delivered		100%
12 Training programmes developed for local groups and residents. 1-2-1 support and advice offered to groups and residents running projects	12	6 sessions - First Aid, Food Hygiene, Health Watch, Disability awareness, Dementia awareness, Alcohol awareness	Community Fundraising Workshop	7 sessions Smoking / alcohol awareness, Events Mgmt, Community Gp Dev, Youth Mental Health, Lets get moving, Food Hygiene	14	116%	16 Training Programme	4		100%

			First Aid			
Referrals onto Well London activities from GP/NHS referrals and community connections	Referrals	The Bellingham Leisure and Lifestyle Centre averages over 5 GP referrals per month. 6 Referrals from Community Connections on to Active Gateway with 94 in total signed up	YES	30 referred by GP, 10 IAPTS referrals, 10 referrals from Community Connections	15 GP 2 IAPT 4CC	168%
More voluntary sector organisations sharing resources	More voluntary sector organisations sharing resources	Active Gateway continue to share BCP offices. Supported ABC under 5s in acquiring Bellingham Green facility to run their sessions and LDC in finding premises for coffee mornings	YES	4	Youth service to Mutual and now at Bellingham Gateway	100%
Partnership strategy developed to address access to services and development of a south of the borough community hub created.	Partnership strategy	Output placed on hold due to staff illness at VAL. Work started on strategy minus VAL	Partially delivered	100 people accessing services, 100 people accessing hub, 20 organisations involved in creation of hub	25 orgs expressed interest to access hub, working to develop overall strategy with Well Community Board and VAL. Working towards achieving these targets as	100%

					project develops		
Work with Lewisham to create a best practice guide for other groups to access	Work with Lewisham to create a best practice guide for other groups to access	Developed a community survey with LBL to identify local needs / issues which BCP is working to address. Primary target as indicated by survey was youth. £15,000 allocated towards outreach work and additional summer activity. Youth service now based in Bellingham. Best practice in fundraising and service delivery workshops delivered. Continue to work with LBL regarding Bellingham Leisure and Lifestyle Centre	YES	20 Accessing 50 Collaborating	12 accessing fundraising workshop 23 collaborating		200%

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

BCP has performed well and met or exceeded all of its outputs bar one.

Output 11, Develop a partnership strategy – This was flagged as amber as Voluntary Action Lewisham (VAL) is crucial to this, but has had staffing issues. This will be developed independently as this is something that BCP is very keen to do. BCP states that it can start off with a few wards as a 'know your patch' exercise but this potentially can expand across the borough. Work has already taken place in Bellingham as part of the BCP strategic review and the needs survey.

Have you achieved all of the wider outcomes outlined in the initial grant application?

BCP has met all of its outcomes.

BCP runs an elderly project and several befriending schemes including Golden Oldies with lots of activities particularly over Christmas. Capacity building is achieved through training initiatives and running volunteers through Well London. BCP is also running a Fundraising Workshop which will enable organisations to have the tools to be more self-sufficient.

The Bellingham Festival has 50 stalls and this year over 3000 people attended the event including the Bellingham Assembly. The Festival is the pinnacle event of Bellingham and the surrounding areas and once again post event evaluation has been very positive.

The Well London programme now has over 30 volunteers on board with relevant training provided including first aid, self-awareness health and safety. In addition specific training has taken place tailored to meet needs.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

See above.

What local support/evidence of need can you identify for the work you are undertaking?

A mapping exercise has taken place as part of the strategic review, BCP facilitates the Bellingham Interagency Group which is made up of key stakeholders including Phoenix, Ward Councillors, Schools and Community Organisations. A community survey has also been conducted and this included information about what people would like to see. The main finding was youth provision for 13-19 year olds and BCP is keen to maximise the potential of Bellingham Gateway. BCP has secured £15,000 to conduct community outreach work and provide an extended summer activity programme. In addition the Head

of Youth First will be based in the Bellingham Gateway building, therefore BCP is positive that youth provision will improve.  
Junior Gym at the Leisure Centre will be subsidised by BCP. The Youth Outreach worker will be employed by Youth First, but they will work with BCP and have outputs provided by BCP.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

The planned move to the Fellowship could create cost savings but this is unlikely to happen for several years. BCP sits on the Fellowship Steering Group.

BCP also mentioned that they would be interested partnering with the council or another organisation if vacant buildings became available to develop them for community and voluntary organisation use. BCP were informed about the Council's plans for some of its own community centres and told that there may be the opportunity to tender to partner with the council to run some of these.

However, at this stage, no significant savings were identified.

What alternative funding streams are you already pursuing?

BCP wants to be strategic and wants to expand, the resources hub will help this as will looking further and expanding the boundaries.

BCP has a fundraising strategy as part of their business plan, this is monitored and approved by the Board quarterly. BCP has 6 applications pending, these are:

- Co-operative Community Fund x 2 £1,000 each
- Bellingham Assembly Fund x 2 £1,450 and £1,500 – Agreed at Bellingham Assembly
- Radcliffe trust £1,000
- Trust for London, £100,000 over three years.

Some of the funds such as Help a London Child are proving more difficult with funders wanting newer / exciting projects. BCP has received around £750,000 Well London Funding over 5 years and of this it has provided over £100,000 in Grants distributed via participatory budget.

BCP is also applying to the Trust for London for further funding and the Prime Minister pledge of £80 million for youth is a possibility. The Trust for London funding award is always subject to other funding streams, therefore being able to demonstrate funding awards from other funding providers is essential.

Are there any other funding streams that you can identify that the council can support you to access?

No support was identified at this present time but BCP will speak with officers should it require support in the future.

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

BCP is involved in joint initiatives with Youth First and Phoenix, runs the Bellingham Interagency and Health Forum and is looking to work with the Disability Coalition. BCP has looked at using a shop as a premises, but nothing has come up. There are no organisations in the south of the borough that BCP can merge with, but BCP could be a lead tenant. The Fellowship will create further sharing opportunities.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

None identified at present, but BCP anticipate that the move to Fellowship will create opportunities.

What support might you need to move these suggestions forward?

None at this stage.

### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

BCP state that it will have an impact but they will look to replace it with other funding as it equates to about 6-8% of BCP's total revenue. BCP feel that it can minimise the impact of these cuts and that the existing Lewisham funding still enables them to match fund from other funders.

Have you modelled this cut and developed an action plan for its implementation?

BCP have budgeted for a 25% cut in their risk register and as above believe that the impact will be minimised as much as possible.

## Conclusion

### Any other comments / areas discussed

No other areas discussed.

### Conclusion and recommendation

BCP is a forward thinking organisation that is keen to play a key role in the south of the borough and has performed excellently. It provides an integral link to other partner organisations in the south of the borough and is an authority on local need and provision. It has identified issues in Bellingham that are a concern such as youth provision and successfully taken steps to tackle them. BCP works closely with the Local Assembly and organises the Bellingham Festival which continues to grow.

At this stage a merger and further asset sharing is not viable and they are performing well.

**It is recommended that the Bellingham Community Project receive a pro-rata cut.**

### Equalities groups disproportionately impacted by recommendations

Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:	X	Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:			

### Commentary and potential mitigations:

BCP plays a key role in delivering youth activities in Bellingham ward and works closely with partner organisations. BCP leads both the Bellingham Interagency and the Health Forum and runs an older people's project and several befriending projects.

BCP is confident that it can withstand a pro-rata cut and has budgeted for it in its risk register.

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## Main Grants 2017-18 report

<b>Name of organisation</b>	Bromley & Lewisham Mind
<b>Date of meeting</b>	9 September 2016
<b>Names and positions of attendees</b>	Ben Taylor, Chief Executive, Mind Dominic Parkinson, Head of Services, Mind Petra Marshall, Community Resources Manager LBL

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>					
Total funding received 2015-16	<b>£26,179</b>	N/A	£8726	£8726	£8727					
Total funding to be received 2016-17	<b>£34,905</b>	£8726	£8726	£8726						
<b>Outcomes</b>										
	<b>Support</b>									
	For people accessing the activities: <ul style="list-style-type: none"> <li>• Reduced isolation</li> <li>• More engaged with mainstream community</li> </ul>									
	For Peer Support Volunteers: <ul style="list-style-type: none"> <li>• Reduced isolation</li> <li>• More engaged with mainstream community</li> <li>• Increase in skills and confidence</li> <li>• Move into paid employment</li> </ul>									
<b>Outputs:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	<b>2015-16 Total</b>	<b>% Achieved</b>	2016-17 Target	2016-17 Q1	2016-17 Q2	<b>% Achieved TD</b>

1. At least 10 regular Peer Support Activity sessions, with an average of 6 taking place each week	234	147	132	139	<b>418</b>	<b>179%</b>	312	147		<b>188%</b>
2. 24 active Peer Support Volunteers	24	24	22	30	<b>25 average</b>	<b>104%</b>	24	26		<b>108%</b>
3. 188 people benefitting from the service (141 in 2015/16)	141	145 (61 new)	128 (54 new)	166 (80 new)	<b>279 (195 new)</b>	<b>198%</b>	188	205 (109 new)		

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

Bromley and Lewisham Mind (BLM) are exceeding all three of their outputs substantially; with almost twice the number of people benefitting from the service than the target. They are on track to meet and exceed their targets for 2016/17 to date. The project is very targeted and specific in its delivery which means they have a small number of outputs.

Have you achieved all of the wider outcomes outlined in the initial grant application?

The wider outcomes are very clearly being met. Those that benefit from the peer support service (both those accessing services and the peer support volunteers) show signs of improvement across four outcomes: increase in skills and confidence; moving into paid employment; reduced isolation and more engagement with mainstream communities. These are measured through participant samples every quarter. This follows the Mental Health Recovery Measure.

Case studies further demonstrate the impact that the peer support service is having. For example 'BW' is a trained architect who became unwell a few years ago when she was diagnosed with bi-polar disorder and spent some time in hospital. She approached Mind as she wanted to gain some experience and get back into a routine again. She supports the music group and art group and has really developed in confidence and been able to teach others skills. Her time volunteering has really improved her mental health giving her routine, building self-esteem, and allowing her live a better quality of life. She has recently completed a short construction course gaining her CSCS card and is looking to go back to working with the construction industry and build her way back up to the position she was in when she became unwell. She will continue to volunteer with the art group.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

N/A - Mind have delivered well against all output and outcome targets.

What local support/evidence of need can you identify for the work you are undertaking?

The large number of people accessing the service and numbers of peer support volunteer enquiries demonstrates the need for the service. The organisation regularly reviews demand and need and the peer support development group make decisions about the project and help plan its delivery, ensuring that the service best meets the needs of those it is aimed at. New groups are started and others put on hold depending on the demand from current participants. For example, The Women's Group and the Stress Management & Relaxation Group started in August 2016.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

Main grant funding is for this particular project rather than the organisation as a whole. The organisation itself is not reliant on this funding; and is already funded from a variety of sources (although the majority, 84%, is from the statutory sector – Lewisham and Bromley CCGs and Lewisham and Bromley councils). As such there isn't really scope for significant savings against this particular project.

What alternative funding streams are you already pursuing?

Lewisham is the sole funder of the peer support project. BLM state that many funding bodies and trusts are reluctant to fund ongoing projects and / or projects that may be viewed as a statutory service. BLM suggest that if they were to attract alternative funding for this project they would need to alter and redesign it substantially. There is an understandable reluctance to do this as it is working well currently and clearly meeting a need.

Are there any other funding streams that you can identify that the council can support you to access?

The council already supports where needed; for example input into Department of Health bids.

## 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

BLM work successfully in partnership with and have a strong relationship with a number of organisations, for example: SLaM, Sydenham Garden, Carers Lewisham, Lewisham CAB, and Age UK Lewisham & Southwark. For their particular work with BME and migrant communities they are linked in with Family Health ISIS, LRMN, AFRIL, and FORVIL. The peer support project is linked with various centres such as the Green Man.

BLM are part of a federated national network of organisations; but are fully self-contained in what they deliver and how they are run. This funded project is a small part of the organisation and its delivery does not impact on the organisation as a whole. It is felt that there aren't any obvious organisations suitable for merging the delivery of this project, or the organisation as a whole.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

As above.

What support might you need to move these suggestions forward?

N/A

#### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

BLM have indicated that in order to make a 25% cut they would need to make the coordinator redundant and re-advertise the position part time (anticipated approx. 25 hours per week) alongside a reduction in the delivery of activities.

BLM believe that the impact on service delivery of this would be greater than 25% because of the economies of scale involved in delivering a service such as this and feel it could be closer to 50% impact. This is in part because they couldn't support the same number of volunteers. BLM suggest that they would need to make a decision as to whether they could still deliver a viable project with the reduction in funding; although believe that this may be possible due to the momentum of the project. This momentum may be compromised however with a change in staffing, with loss of trust and relationship leading to volunteers leaving.

BLM suggest there is a need for more investment in this area of work, partly due to funding for other services being reduced (e.g. floating service and RSLs) thereby generating more service demand. The peer support project is the start of the pathway with onward referral for more in depth focussed support when needed; and as such complements the wider delivery of the organisation as a whole. The impact of the cut to this project would have a knock on effect to the outcomes of the wider delivery of the organisation.

The project is partly funded from mental health commissioning within the council and 25% pro-rata cut would only apply to the Main Grant element of the funding.

Have you modelled this cut and developed an action plan for its implementation?

BLM have modelled the cut and have been discussing the impact and actions for implementing it; as described above.

#### Conclusion

**Any other comments / areas discussed**

None.

**Conclusion and recommendation**

BLM deliver a much needed service and are performing extremely well against their output targets, exceeding in all areas. Given the nature of the project and its relationship with the wider organisation there are no opportunities for shared resources or mergers. **As such it is recommended that the organisation receive a pro-rata cut.**

Equalities groups disproportionately impacted by recommendations			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:	x	Gender reassignment:	
Religion / Belief:			
Commentary and potential mitigations:			
<p>Bromley and Lewisham Mind provide a peer support service for people experiencing mental health problems.</p> <p>Bromley and Lewisham Mind suggest that a pro-rata cut to their funding would have a disproportionate effect on the protected characteristic of disability; however officers will work with the organisation to mitigate this impact as much as possible when agreeing new outputs for 2017/18.</p>			

## Main Grants 2017-18 report

<b>Name of organisation</b>	<b>Lewisham Citizens Advice Service</b>
<b>Date of meeting</b>	<b>28 September 2016</b>
<b>Names and positions of attendees</b>	<b>Verena Hefti, Trustee Rachel Braverman, CEO James Lee, LB Lewisham, Head of Service Winston Castello, Community Enterprise Manager</b>

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Total funding received 2015-16	£375,69 5.25	N/A	£125,23 1.75	£125,231. 75	£125,23 1.75
Total funding to be received 2016-17	<b>£500,92</b> <b>7</b>	£125,231 .75	£125,23 1.75	£125,231. 75	£125,23 1.75
<b>Outcomes</b>	<b>Support</b>				
	<p>1. Clients enabled to take the next step towards resolving their problems themselves.</p> <p>2. Clients will be better able to manage their own financial affairs, including budgeting, accessing credit appropriately, lowering fuel bills and maximising their income, thus reducing their risk of falling into debt and fuel poverty</p> <p>3. Clients will be empowered to make their own claims and take charge of their financial affairs. They will be less at risk of rent arrears, other debts and poverty, through being able to make appropriate claims quickly and correctly</p> <p>4. Clients problems resolved or moved towards resolution, through our generalist advice service. Outcomes will include clients accessing correct benefit entitlements, setting up affordable payment plans for debts, getting debts written off, stopping bailiffs action, stopping court action, securing and maintaining housing, solving employment issues, getting compensation etc. We will raise at least £750,000 on behalf of our clients through increased benefits, debts written off, compensation etc.</p> <p>5. Clients problems resolved or moved towards resolution, through our generalist advice service. Outcomes will include clients accessing correct benefit entitlements, setting up affordable payment plans for debts,</p>				

getting debts written off, stopping bailiffs action, stopping court action, securing and maintaining housing, solving employment issues, getting compensation etc. We will raise at least £337,500 on behalf of our clients through increased benefits, debts written off, compensation etc.

6. Clients' debt issues resolved or moved towards resolution. Outcomes include setting up payment plans at affordable rates, debts written off, bankruptcy and Debt Relief Orders. We will raise at least £67,500 on behalf of our clients through increased benefits, debts written off, compensation etc.

<b>Outputs:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	2016-17 Q2	% Achieved TD
5,250 clients offered Assisted Information through our reception service at our main premises. Reception will be available each weekday for 2-hour sessions, morning and afternoon. Total 360 sessions per year	5,250	1,649	1,502	1,634	4,785	91%	7,000	1,372		20%
90 unique clients offered help with financial capability through a series of monthly sessions held at voluntary and statutory partner organisations. In addition, 12 frontline staff will be enabled to help and support their service users with financial affairs.	90	32	27	49	108	120%	120	35		29%
600 clients helped to access digital technology through sessions at our hub at Downham Leisure Centre.	600	130	223	279	632		800	191		85%



<p>Trained volunteers will help clients to</p> <ul style="list-style-type: none"> <li>- access advice and information through Advice Guide and other appropriate online advice sources (e.g. Shelter, Turn2Us)</li> <li>- make their own online applications and reports e.g. changes in circumstances for housing benefit, applying for Blue Badges, making straightforward benefit applications .</li> </ul> <p>Volunteers will also make appropriate referrals, where clients need more in-depth advice. We will offer 4x3-hour sessions per week. Total 144 sessions per year.</p>											
<p>2,625 unique clients offered advice through Gateway diagnostic/triage interviews, appointments and casework. We will run 3 face to face and 4 phone Gateway sessions per week. Each session will run for 2 hours. Total 252 sessions per year. We will also offer a minimum of 1,300 appointments per year.</p>	2,625	888	825	883	<b>2,596</b>	<b>99%</b>	3,500	896			<b>26%</b>
<p>75 unique clients will be offered specialist debt advice through appointments booked from our various sessions as detailed above</p>	75	19	14	41	<b>74</b>	<b>99%</b>	100	31			<b>31%</b>

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

The CAB has achieved the majority of its principal outcomes and, during the course of the year, has provided 4,785 individuals with assisted information. Individuals also receive support to improve their financial capability. This has been delivered in conjunction with voluntary and statutory partner organisations.

Other key outputs have included:

- 632 individuals received assistance to access advice through digital channels – including assistance with housing benefits, change of circumstances reporting and Blue Badge applications;
- 2,596 individuals received support via gateway diagnostic interviews, against a target of 2,625.

Have you achieved all of the wider outcomes outlined in the initial grant application?

Lewisham Citizens' Advice Services' wider outcomes relates to interventions to enable clients to take steps towards solving their problems themselves. The organisation seeks to empower individuals by providing information and advice.

Other outcomes include getting "compensation" of at least £750,000 for clients through increased benefits and debts written off or direct compensation. The organisation's report states this outcome has been achieved.

The organisation promotes a number of initiatives aimed at reducing poverty, including campaigns on debt, home heating and utilities provider switching.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

For the output related to clients offered assisted information through a reception service, the organisation states that the lower than forecast numbers are due to under-reporting. Lewisham CAB record reception clients on a 'daybook' report on their Petra CRM system, which records issues, rather than individuals. They recognise that this leads to over reporting on the number of individuals helped, as most come in about more than one issue. In the last year, therefore, they have recorded the number of individuals, using a manual system. On their Petra system, they have recorded a total of 11,078 issues, indicating each client needs information on an average of 2.3 issues.

What local support/evidence of need can you identify for the work you are undertaking?

Changing policy within welfare services has impacted on all grant-aided advice services. This has been compounded by many public services being increasingly subject to channel

shifts resulting in services increasingly only being available online. Many residents with limited digital skills have, as a result, sought assistance from advice services. The CAB's approach to these individuals is to provide them with the skills to access the services to avoid individuals becoming dependent on advisers in the long term.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

CAB, as the largest grant funded advice organisation in Lewisham, will be playing a pivotal role in the re-design of the Council-supported advice services. The organisation's planned move to the Leemore Advice Hub will result in improved working arrangements, including the telephone triage service. It is anticipated that these changes along with other improvements in advice services will enable the organisation to maintain a high level of service delivery.

What alternative funding streams are you already pursuing?

Lewisham Citizens' Advice Services attract funds from a number of different sources, including £250,000 from Capitalise to provide finance related advice. The CAB also receives funds from Lewisham Homes, London Quadrant and other sources of funding. Into the future, the organisation is looking to broaden its advice services, possibly working with schools or children's centres as a way of improving access to advice services for parents and carers.

Are there any other funding streams that you can identify that the council can support you to access?

CAB will be seeking to apply to deliver other advice-based services commissioned by the London Borough of Lewisham. The organisation is registered on the Council's Pro-Contract commissioning portal and has indicated its willingness to participate in market development events.

## 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

CAB is **an integral part** of the advice services review which will involve service redesign and a focus on a single point of access for service users. This will involve close collaboration with all other advice agencies. This, combined with the CAB's planned move to the Leemore Centre, will greatly enhance the potential for collaborative activities. All staff will work from a common base rather than three separate locations. CAB will also have the potential to work with other Leemore-based organisations which is likely to provide further opportunities for partnership working and case management of service users.

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Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?
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The move to Leemore will further rationalise the CAB's premises requirements and enable collaborative work to share resources across organisations. This is likely to include the CAB using its expertise for recruiting and training volunteers for the benefit of all advice partners.
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What support might you need to move these suggestions forward?
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The CAB has worked very closely with Lewisham officers involved in community premises, including a significant input into the co-design of the advice hub. Through its contract for Advice Lewisham on behalf of the advice partnership, the CAB plays a leading role in coordinating partnership activities. The current work being undertaken by Advice Lewisham will necessitate a revision in the management arrangements for Advice Lewisham and this will require further discussion with Council officers to ensure that Advice Lewisham continues to work to the agreed priorities and focuses its work on implementing the requirements of the advice review.
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#### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?
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The organisation has analysed the potential impact of a 25% cut and has stated that their intention would be to minimise the impact on service users. Service re-design will aim to gain efficiencies and other measures could include making savings around back office functions.
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Have you modelled this cut and developed an action plan for its implementation?
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The organisation's trustees have discussed the potential impact of a 25% cut and are aware that an action plan is required.
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#### Conclusion

<b>Any other comments / areas discussed</b>
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CAB is looking to broaden the range of services it offers, including bidding for Lewisham Council commissioned advice provision. They are also considering offering outreach services to schools and children's centres.
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**Conclusion and recommendation****A pro rata reduction in grant is recommended.**

However, officers will work with the trustee board to ensure that service design complements the implementation of the re-designed advice initiative across the borough. The organisation will be working as part of the advice review and will be contributing to the common gateway for clients. The recommendation is therefore conditional on the full involvement of CAB in the review and the organisation's commitment to jointly plan and deliver advice provision across the borough.

**Equalities groups disproportionately impacted by recommendations**

Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:			

**Commentary and potential mitigations:**

The organisation works across the borough and with all parts of the community. There are no particular groups that would be disproportionately affected by a reduction in services. The advice review and the re-prioritisation of services will aim to address any adverse impact on service users.

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## Main Grants 2017-18 report

<b>Name of organisation</b>	<b>Age UK Lewisham and Southwark – Community Connections Partnership</b>
<b>Date of meeting</b>	<b>2<sup>nd</sup> September 2016</b>
<b>Names and positions of attendees</b>	<b>John Veness, Treasurer, Age UK Jacky Bourke-White, Chief Executive, Age UK Susan Underhill, Deputy Chief Executive, Age UK Winston Castello, Community Enterprise Manager, LBL</b>

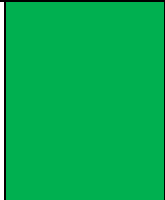
<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Total funding received 2015-16	£252,000	N/A	£84,000	£84,000	£84,000
Total funding to be received 2016-17	<b>£336,000</b>	£84,000	£84,000	£84,000	£84,000

Outcomes	
	<p><b>Provide support to vulnerable adults to assist them in accessing services, prevent their needs from escalating, reduce the burden on statutory services and provide links to statutory services</b></p> <p><b>Increase the level of referrals from health services</b></p> <p><b>Maximise the potential of community organisations to meet the needs of vulnerable adults in the community</b></p> <p><b>Identify gaps in service provision and work with local voluntary sector organisations to develop services to meet these needs</b></p> <p><b>Develop intelligence on local services that can be shared across the neighbourhood teams</b></p>

	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	2016-17 Q2	% Achieved TD
<b>Outputs:</b> CTC 2.1 We will work with 600 vulnerable adults to create and implement person-centred plans - Referrals will be actioned within 14 days of being received - 600 support plans will be implemented, with CFs and Community Connector volunteers facilitating and supporting people to access suitable services and community resources that meet their needs - 600 impact satisfaction surveys will be completed - 10 Community Connector volunteers will be recruited and trained to support the work of the CFs	600	182	207	261	650	108%	800	232		29%
Referrals will be actioned within 14 days of being received -										
Further develop CDW liaison with GP practices and PPGs to establish referral pathways for individuals to community support and services - 200 referrals received from health professionals	200	100	59	119	278	139%	250	110		44%



<p>A minimum of 100 development visits will take place to community organisations. These visits will be to community groups, day centres, community centres, local assemblies etc. From these visits we will identify further services to refer service users to.</p> <ul style="list-style-type: none"> <li>- We will work with a minimum 30 community organisations to increase their capacity to meet need</li> <li>- We will develop a marketing plan that will be aimed at service users, stakeholders and professionals</li> </ul>	100	1	29	131	161	161%	125	162		130%
<p>Through feedback from the CFs, and from health and social care professionals a composite list of gaps in services will be compiled and updated once a month.</p> <ul style="list-style-type: none"> <li>- This will inform the community development work with a minimum 30 community organisations to develop their capacity to meet the identified needs through fundraising, identification of shared resources, marketing and service development.</li> <li>- Monthly gap analysis reports will identify gaps in services and actions taken to build capacity and meet needs within the community sector.</li> <li>- We will work with these organisations to explore and implement ways to fill these</li> </ul>	30	1	29	16	46	153%	38	20		53%

<p>Identify a delivery plan for each neighbourhood team building a bank of intelligence and sharing information across the team in the most effective way</p>	<p>Achieved</p>		<p>4</p>	<p>1</p>		<p>25%</p>
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## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

Age UK leads the Community Connections Partnership and works with LDC, VSL and Rushey Green Timebank as delivery partners. The partnership further includes Voluntary Action Lewisham, Healthwatch and Carers' Trust as strategic partners.

Community Connections targets were achieved, with 650 support plans being achieved in the first three quarters, against a target of 600.

Work with GPs and health professionals has developed significantly in the last year, with 278 referrals achieved against a target of 200. In the first quarter of 16/17, an additional 110 referrals were achieved.

The target of 100 development visits was achieved in the first three quarters and an additional 162 were achieved in Quarter 1 of 2016/17. The first quarter of 2016/17 clearly shows continued progress as a result of developments which were put in place in 2015/16.

Have you achieved all of the wider outcomes outlined in the initial grant application?

The Community Connections partnership succeeded in exceeding the level of referrals and engagement with health services. Through its community development work, Community Connections also succeeded in developing community organisations' capacity to work with vulnerable individuals in the community. Community Connections has also undertaken gap analysis to identify service requirements, which identified a number of areas requiring additional development, including work with befrienders and provision for people with dementia. The development of work with health professionals has been the main feature of the last year, with significant work being undertaken across the borough with a range of GP practices, resulting in Community Connections being increasingly seen as a referral route by many GPs.

The initiative is developing its approach to social prescribing and works closely with a number of agencies to offer an increasingly wide range of local activities.

In its community development role, the Community Connections partnership has a neighbourhood focus to its work and works with locally based organisations, including social housing providers, churches and other community groups. The partnership is involved in working with GO ON in facilitating a number of networks, including those working with older residents. Community Connections Development Officers also liaise with local assemblies and participate in the work of assembly co-ordinating groups.

Through its work with local communities, Community Connections is making an important contribution to addressing key areas of wellbeing among vulnerable adults.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

N/A

What local support/evidence of need can you identify for the work you are undertaking?

As the older population increases, the demand for services offered by Age UK is likely to increase, particularly in relation to vulnerable adults. Age UK Lewisham and Southwark is increasingly focusing its work on this group.

Referrals from statutory agencies, including health professionals, demonstrate this increase in demand. Referrals from these sources have increased significantly in the last year, resulting in 110 referrals in the first quarter of 2016/17 against an annual target of 250.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

In common with other advice service delivery in Lewisham, Age UK will be working to redesign current access to advice provision. This better integration of services is aimed at leading to more effective working and a more streamlined service for residents. In addition to this, Age UK is also considering integrating its advice provision with its Community Connections work.

Age UK is further seeking to relocate from its current premises which could result in savings.

What alternative funding streams are you already pursuing?

Age UK Lewisham and Southwark has a well-developed strategy for business development, including the identification of alternative sources of funding. The organisation currently receives grants income from the two boroughs of Lewisham and Southwark. Community Connections is a partnership-based initiative with partner agencies employing the Community Facilitators. These partners include: VSL, LDC and Rushey Green Timebank. The organisation has recently worked with Lewisham Council and CCG to develop a SAIL initiative in Lewisham following the successful launch of a similar project in Southwark.

With regard to additional funds, the organisation is currently pursuing an application to City Bridge Trust.

Are there any other funding streams that you can identify that the council can support you to access?

In order to mitigate against any reduction in funding, Council officers will work with Age UK to identify alternative funding for parts of its provision.

Following the meeting with the partnership it was confirmed that alternative funding for the Community Connections Partnership had been secured through the Better Care Fund. This funding reflects the crucial Community Development role that Community Connections has undertaken, and will continue to deliver, in support of the development of the borough's Neighbourhood Care Networks.

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

Age UK is exploring better co-ordinating their advice service with the work of Community Connections. They believe this is the advantage of developing the advice and information skills of their Community Connections team and enabling the advice team to better target their service to the needs of individuals referred by community organisations.

The organisation is open to working in partnership and collaborating with other groups in the borough. However, given its relative size and complexity, a merger is unlikely to be an option.

The organisation is currently looking at its premises requirements and this could involve working more closely with other Lewisham-based groups.

Through Community Connections, the organisation has very strong links with key local partners, including VSL, Rushey Green Timebank, LDC and Carers Lewisham.

It should be noted that, should a reduction in funding be made, this would have an impact on the partner organisations who employ Community Facilitators as part of their partnership with Age UK.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

Age UK has expressed an interest in working with groups supporting older residents in the borough and is willing to share its expertise in working with this demographic.

What support might you need to move these suggestions forward?

Age UK will continue to work closely with LB Lewisham officers in planning its future provision for its advice services and Community Connections work, particularly in respect of future neighbourhood-based delivery.

### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

A cut to Community Connections is likely to result in a proportionate reduction in the number of referrals that the organisation is able to work with.

Have you modelled this cut and developed an action plan for its implementation?

The partnership has not as yet modelled the potential impact of a 25% reduction. However, its initial analysis would suggest that a 25% reduction would result in a commensurate reduction in services.

## Conclusion

### Any other comments / areas discussed

N/A

### Conclusion and recommendation

Given the crucial Community Development role that Community Connections has undertaken, and will continue to deliver, in support of the development of the borough's Neighbourhood Care Networks officers have secured significant funding for the service via the Better Care Fund.

There will be £250,000 available through the Better Care Fund which means that the Main Grant can be reduced to £86,000 while protecting the current funding of £336,000 per annum.

### Equalities groups disproportionately impacted by recommendations

Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:			

### Commentary and potential mitigations:

NA – Funding is being maintained at the current levels.

## Main Grants 2017-18 report

<b>Name of organisation</b>	Contact a Family
<b>Date of meeting</b>	5 September 2016
<b>Names and positions of attendees</b>	Sarah Grand, Manager, Contact a Family Rosie Noble, London Projects Manager, Contact a Family Petra Marshall, Community Resources Manager LBL

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>					
Total funding received 2015-16	£53,640	N/A	£17,880	£17,880	£17,880					
Total funding to be received 2016-17	£71,520	£17,880	£17,880	£17,880						
<b>Outcomes</b>	<b>Support</b>									
	Support for families with disabled children									
	Reduced isolation/social exclusion of parents of disabled children and young people									
	Parents reporting increased confidence and more informed to make better choices									
	Parents of disabled children and young people report improved quality of life and improvement to their personal circumstances									
	Parents from excluded communities will overcome barriers to accessing appropriate support									
<b>Outputs:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	2016-17 Q2	% Achieved TD
1. Family Worker (April 2016-Mar 2017) 480 families to be supported through face to face	360	162	160	175	497	138%	480	70		58%

<p>advice and information workshops (average 40 families per month). 80% will be BME and approx. 10% will have English as a second language. (360 in 2015/16 9 month period).</p> <p>Of the 480 families:  <b>1a.</b> 80% of parents report feeling less isolated as a result of participating in a workshop  <b>1b.</b> 90% of parents report feeling more informed about how to get the support they need after attending a workshop</p>										
<p><b>2.</b> 120 new referrals are received from partner organisations and services, enabling us to reach new families (approx. 10 per month). (90 in 2015/16 9 month period).</p>	90	10	46	25	<b>81</b>	<b>90%</b>	120	26		<b>87%</b>
<p><b>3.</b> 4 workshops are delivered for 40 parents (10 parents per workshop). (3 workshops in 2015/16 9 month period).</p>	3	1	2	2	<b>5</b>	<b>167%</b>	4	2		<b>200%</b>
<p><b>4.</b> 240 telephone enquiries are answered, providing one-to-one information and advice to parents with disabled children (average 20 per month). (180 in 2015/16 9 month period).</p>	180	43	50	60	<b>153</b>	<b>85%</b>	240	55		<b>92%</b>



5. Provide information and advice at a minimum of 8 school events, e.g. parent evenings, reaching 48 parents (average 6 parents per visit). (7 in 2015/16 9 month period).	7	2	4	0	6	86%	8	1	100%
6. Organise 8 outreach activities to engage harder-to-reach and more vulnerable families, reaching 40 families. (6 in 2015/16 9 month period).	6	2	4	3	9	150%	8	3	150%
7. Quarterly newsletters will be sent to 850 families and the updating of the Contact a Family website will take place	3	1	1	1	3	100%	4	1	100%
8. Continue to engage in strategic representation across the borough of Lewisham	Meetings	10 meeting	8 meeting	6 meeting		YES	Meetings	5 meeting	YES
9. Continue to support the development and sustainability of the now independent Lewisham Parent Carers Forum	Ongoing support	Ongoing	Ongoing	Ongoing		YES	Ongoing support	Ongoing	YES
10. Work with 10 agencies in a collaborative partnership	10	5	10	3	18	180%	10	3	120%

11. To attend at least 3 Lewisham Parent Carers Forum events/meetings	3	2	3	2	7	233%	3	4		533%
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## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

2015/16: Contact a Family have achieved 90% or above on 9 out of 11 outputs; with most exceeding target significantly. Of the two outputs that did not reach target they were 85% and 86%, due primarily to staffing changes within the organisation (they had a new manager start in February 2016). Contact a Family have not been collecting feedback specifically for output 1a and 1b; but have been asked to do this for 2016/17 onwards.

2016/17: In Quarter 1 Contact a Family achieved 90% or above on 9 out of 11 outputs. The two that did not reach target were due to illness (a specific staff member was not at work due to ill health for 3.5 weeks); however the organisation is confident they will make up the numbers during the course of the year. Output 5 target is 8 but is unevenly spread across the four quarters due to school term times, and the delivery of 1 school event by the end of quarter 1 is on track for the year as a whole.

Have you achieved all of the wider outcomes outlined in the initial grant application?

Contact a Family are achieving all of the wider outcomes; for example delivering services and support to families with disabled children that enable increased confidence and reduces isolation. The organisation encourage and facilitate parents supporting other parents, thereby increasing the self-sustainability of what they deliver. Parents can also join the steering group in order to assist steering the organisation. Currently there are 6 parent carers on the steering group; and their support equates to over 100 hours a year.

Contact a Family provide the following support and opportunities, amongst others, for parents and carers which meet the outcomes:

- Drop in sessions enable parents / carers to get on the spot advice
- Targeted workshops enable parents / carers to raise issues, ask questions and get detailed information on specific issues
- Peer support opportunities during informal coffee mornings enable friendships, sharing stories, and supporting one another
- Family outings and trips offer developmental opportunities to children and young people and give peer support
- Newsletters and e-bulletins inform parents / carers about local issues and matters related to children with SEND
- Membership of the steering group supports parents / carers to shape the work of the office

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

See above.

What local support/evidence of need can you identify for the work you are undertaking?

There is an increasing need for Contact a Family support e.g. changes in benefits, housing, cuts to services; children with additional needs living longer (medical advances); and an increase in diagnosed autism; as well as local issues such as school places. Since 2008 the number of families contacting the organisation has grown considerably, from approximately 300 to 950 currently. Contact a Family have received more requests from schools and other agencies to give regular sessions to parents / carers to share information, give advice and guidance on the work of the organisation and other support in the borough.

The type of support needed by a family changes as their circumstances change and the children grow up. These relate to education, transport, work experience/employment, housing, debt and money matters, concerns around siblings, PIP/DLAs, specialist health care issues and understanding diagnosis.

The use of feedback forms and informal feedback allows the organisation to respond appropriately. For example they recently changed the venue for their informal drop in sessions to coffee shops following feedback from attendees. These are now better attended, the attendees feel valued and they can be held in different parts of the borough.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

Contact a Family Lewisham sit as part of a much larger national organisation which does limit the autonomy they have to make changes. A reduction in grant funding in 2015 required the organisation to make savings previously and there is little scope for making further significant savings.

What alternative funding streams are you already pursuing?

Local fundraising takes place; for example they recently received funding from the Lewisham hospital choir for family trips and activities.

The work funded by Lewisham Council enabled the organisation to evidence the need for their work and resulted in securing a 4 year grant from the Big Lottery to help with income maximisation and transition issues (£280,000). They are also in receipt of a grant from the Children with Disabilities Council to support work with EHC plans.

The organisation state that it is difficult to get funding as often funders believe the work they do is statutory and should be funded by the local authority.

The national Head Office provide added value through support such as a national helpline, publications, specialist advice, government advocacy and national campaigns, fundraising, quality assurance (PQASSO), IT, policies and procedures, staff development and a business plan.

The introduction of membership fees was explored at the national board level but a decision was taken not to introduce it.

Are there any other funding streams that you can identify that the council can support you to access?

None identified at this stage but Contact a Family will let council officers know if support is required in the future.

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

Contact a Family are resident in Leemore community hub and are looking forward to developing further the partnership with other advice agencies including CAB and Talking newspaper when they move in.

The organisation recently supported the Parent Carers Forum to become an independent body; and the two organisations share some costs relating to specific activities and events.

The organisation has very small overheads and small number of staff; and is part of a larger national organisation; therefore there is little opportunity for further sharing of assets and a merger wouldn't be possible.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

The organisation is in discussion with Youth First (the mutualised youth service) about supporting and working with them.

What support might you need to move these suggestions forward?

N/A

### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

A 25% cut would likely translate into 25% reduction in outputs. The organisation will look at different ways of delivering to minimise this impact; e.g. using more group activities than 1:1 in order to still reach the same numbers of people; however this will have the impact of potentially not being able to reach the most needed families (e.g. BME families, more isolated families).

Head office provide a lot of the back office functions for the organisation (as described above) meaning it is difficult to make savings here to off-set the impact on front line service delivery.

Have you modelled this cut and developed an action plan for its implementation?

The organisation has modelled three options for reducing staffing levels and other costs to deal with the proposed cut and are considering these currently. The three options are:

1. Reducing all costs by 25% (resulting in manager post reduced to 3.75 days and family worker to 15.75 days)
2. Keep family worker at 3 days per week, manager reduced by 25%, and reduce other costs
3. Keep manager full time and reduce family worker by 25%

## Conclusion

**Any other comments / areas discussed**

**Conclusion and recommendation**

Contact a Family deliver a much needed service, and are delivering their outputs and wider outcomes (and where they are not there are good mitigating factors in place and plans to ensure delivery against 2016/17 targets). There is little scope for asset sharing or other funding opportunities, **therefore a pro-rata cut is recommended.**

Equalities groups disproportionately impacted by recommendations

Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:	x	Sexual orientation:	
Disability:	x	Gender reassignment:	
Religion / Belief:			

Commentary and potential mitigations:

Contact a Family provides advice, information and support for families with disabled children. As such any pro-rata cut will have a disproportionate effect on the protected characteristics of age and disability. Officers will work with Contact a Family to agree new outputs for 2017/18 which seek to minimise the impact as much as possible.

## Main Grants 2017-18 report

<b>Name of organisation</b>	<b>Corbett Estate Neighbourhood Forum</b>
<b>Date of meeting</b>	<b>Wednesday 19<sup>th</sup> September 2016</b>
<b>Names and positions of attendees</b>	<b>Barbara Grey – Catford South Community Neighbourhood Developer Lucy Formolli – Lead Officer Cultural Development, LBL James Lee – Head of Culture and Community Development, LBL</b>

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>					
Total funding received 2015-16		N/A								
Total funding to be received 2016-17										
<b>Outcomes</b>	<b>Support</b>									
	1. A more robust and cohesive approach developed to collective action in Catford South – original outcomes									
	2. Practical support to build strong and cohesive communities, finding and addressing gaps – original outcomes									
	3. Strengthen local area partnerships by bringing organisations in area together									
	4. Work collectively for and with residents in the neighbourhood									
	5. Infrastructure development									
	6. Ownership of local issues and delivering local solutions									
	7. Development of resilient collective action to deliver change through a strategic whole ward approach									
<b>Outputs:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	2016-17 Q2	% Achieved TD
Frameworks for joint strategic planning and working in Catford South identified	Stage 1	Ongoing	Ongoing	1	Stage 1 complete	100% stage one	Framework for joint strategic planning and working in	Stage 2 Complete	N/A	100% - target completed

							Catford South – stage 2 complete				
Links established with key community organisations in Catford South and Neighbouring Wards	20 groups	6	22 achieved through dementia awareness event	10	38 / groups and key individuals	190%	SWOT Analysis Report x 1	1	N/A	100% achieved	
Identify issue based opportunities to take ownership and support groups to strengthen local partnerships and joint working	3	1 - BEM health	1 Dementia	1 RA Development / collaboration	3	100%	PEST Analysis Report x1	1	N/A	100% achieved	
Opportunities for involvement publicised effectively with residents matched to them and feeling supported – including ensuring assembly funding applications around YP and OP projects	4 Older people 4 younger People opportunities created	3	5	0	8	100%	Stakeholder Analysis, potential roles & opportunities x1	1	N/A	100% achieved	
Communicating local issues and successes across Catford South	4		3 (web, assembly, twitter account)	1 assembly	4	100%	Faith Group collaborative options report drafted and shared with local faith leaders x1	0	N/A	N/A Delivery in Q2/3	
Develop relationship with local faith groups and children's centre with view to extending use of their facilities	5 faith meetings	3	5 (all faith groups attended dementia event)	3	11	183	Catford South Stakeholder Meeting to review and comment on above x1	0	N/A	N/A Delivery in Q3	
Improve communications across the ward	Communication improvement to include, face to face communication with local businesses, and community organisations. to enhance love Catford website and twitter but advertising the benefits to					100% - upturn in assembly attendees	Catford South strategy 1st draft x1	0	N/A	N/A Delivery in Q3	



	local people. communicating the purpose of local assemblies to people who may not otherwise think this is for them and disseminate the assembly leaflet across the ward					at assembly				
Review Assembly Action Plan and present gaps and options to Assembly and other local groups	1 annual	1				100%	Catford South strategy 2nd draft x 1	0	N/A	N/A Delivery in Q4
Targeted groups identified for development of provision to meet gaps	As discovered	3				ongoing	Strategy agreed by local stakeholders x1	0	N/A	N/A Delivery in Q4
Public acknowledgement of volunteers	ongoing	0	1	20	21		Dementia Friends Awareness Week Programme 2 local DF sessions / 6 x champions	2 sessions 3 x local champions	N/A	100% Sessions delivered 50% champions trained
Deliver activities that meet gaps	12	1	6	10	17	141%	Website volunteers recruited x 6	3	N/A	50% achieved
	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	100%	Scouts youth involvement	Ongoing	N/A	Ongoing
Minimum of 4 Crowd Funding Projects Supported over course of 3 year funding stream							Crowd funded projects supported x 4	4	N/A	100% Achieved
Ongoing Community Engagement/Development and Resourcing Activities including arranging local sessions and working to bring activity into the ward	Detailed above					N/A	Ongoing Community Engagement/Development and Resourcing Activities – this output will be split into more specific targets going forward	Ongoing –	N/A	Ongoing

Personal Development Activities x 2 in Y1. 12 additional	2		1 – Locality conference	1 – VAL Training		100%	Personal Development Activities x 12	3	N/A	25% Achieved
Succession Plan developed x 1 before end Y2	<b>To ensure continuation of delivery in the ward should lone worker move on. Involving governance strengthening of the CENF</b>						Succession Plan developed x 1	0	N/A	N/A Delivery in Q4
Online Toolkits required by the community identified in year one, completed in Y2 and Y3	<b>Using the above outputs to identify needs of the community once Neighbourhood development strand comes to an end</b>						Funding Toolkit for organisations created – draft version x 1	0		N/A Delivery in Q4

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

CENF have submitted detailed narrative reports of their actions regarding outputs and outcomes for 15-16 and into 16-17. Year one was focused around mapping the ward and the resources already in place as well as finding the gaps, introducing local organisations to the neighbourhood development stand of main grant and increasing the reach of the Assembly. It was also around beginning to build community resilience and infrastructure and bringing groups within the ward together.

Direct impact has been difficult to assess in year one as this is built into outcomes later in the project however there has been an upturn in attendees at Assembly meetings. There has also been evidence of community groups working together in partnership – this has not been the case in the past. CENF has facilitated existing Resident Associations to work together, is developing a new residents association to cover an under developed area within the ward.

After extensive mapping CENF discovered a lack in provision for BME community in the ward with poor health outcomes and started the Healthy Habits group that is a forum for the BME community to come together and speak about health issues and get practical advice. They also identified a need for provision for older and younger residents in the ward and helped groups develop strong bids for the assembly around these themes.

CENF facilitated 4 Crowd Funded projects, hosting 2 information sessions for groups interested in applying and supporting their application process and helping them spread the word across the community.

CENF have been reporting to the Assembly coordinating group and to the boards of the Archibald Corbett Society (their fund holders) and other boards in the local community. They have been working very closely with the Assembly coordinator/Lead Officer to ensure that all work stays on track and in line with the requirements of the funding stream

Have you achieved all of the wider outcomes outlined in the initial grant application?

The quarterly targets were adjusted at the beginning of the process and were strengthened to include more target driven analysis and delivery. This was agreed with CENF, Lead officer and agreed by the full Assembly co group as realistic and achievable. These quarterly outputs will be altered to improve delivery throughout the process and continue to be pragmatic to address changing community need to ensure maximum delivery of outcomes

CENF has gone beyond the original application by reacting to needs in the community as they have arisen. For example, they were a driving force in setting up the community infrastructure project [www.lovecatford.co.uk](http://www.lovecatford.co.uk) the community website. They also reacted quickly and decisively when it was decided that Catford South would aim to become the first accredited Dementia Friendly community in Lewisham. CENF have done much of the work facilitating this including a large event for the whole community that was attended by 28 local groups.

CENF continue to react well to any changes but remain on track with the original goals detailed in their application.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

**What are the mitigating factors**

There are no mitigating factors to report on outputs and outcomes so far delivered. Detailed quarterly narrative reporting underpins the quality of the work being delivered

**What plans are in place for improving performance?**

It has been identified that although CENF are now a constituted organisation, it still reports to a number of organisations and has no real governance or management. In order to overcome this management issue the CENF is reporting directly to Lead Officer as a form of direct line management and to the assembly co group as 'management committee'

As essentially a lone worker, CENF has been asked to develop a complete succession plan. It has been agreed that it is important that the CENF has a plan in place should the sole neighbourhood development officer leave the position. This has been asked for by the end of this financial year (2016-17).

CENF has also been tasked with creating a solid fundraising toolkit and platform to enable groups to become more sustainable. CENF has been told that fundraising for the area should be a priority going forward for themselves, existing groups and new organisations that are starting up to fill gaps identified.

**What progress has been made against actions agreed with your Development Officer?**

Lead officer has specifically tasked CENF with ensuring that Year 3 is less strategy driven and more focused on delivering sustainability tools for the ward, develop the volunteering pool and work to the creation of an RA to cover the part of the ward not already supported with a constituted groups such as the Corbett RA and the Culverley Green RA. These actions are moving forward.

**What local support/evidence of need can you identify for the work you are undertaking?**

Catford South is an area where people from diverse communities feel they can live in an area lower than borough average rates of crime, with local facilities and amenities that provide for the large number of families with young children and older residents who chose to stay in the area once their children have grown and left home.

A higher proportion of residents are in same sex couples which is a very positive reflection of the area being a place where people can live as themselves and feel part of an area with a strong community feel.

- CENF has supported LGBT Issues in the local area and has promoted the launch of the new Lewisham LBGT forum through LoveCatford.co.uk

Local need will be for provision for an intergenerational community with particular provision for children aged 8 to 17 and older residents.

- CENF supported assembly funding and Crowd funded projects specifically to reach these areas of need. They are currently assessing full provision available through the Lewisham Youth Service as part of the overall Catford strategy and are working closely with the scouts and soon the brownies about developing the role of young people in the community. CENF has also supported apprenticeships for young people in the ward. They are leading much of the front facing community work on the successful accreditation for Catford South to be a Dementia Friendly Community

CENF Officer identified that fewer than average residents are accessing the services they might need through statutory provision. This is recognised by the growth of local residents groups who are taking more responsibility for meeting gaps in the area.

- The population of Catford South has 5,712 households with 15,214 people. The unique features of the area are:
  - 464 households (7.9%) of have 1 person household with residents aged 65+ in Catford South
  - 257 households (4.5%) with all residents aged 65+ compared to 2.7% for Lewisham
  - 863 households (15.1%) with dependent children compared to 12.2% for Lewisham
  - 15.1% same sex partnerships with dependent children compared to 12.2% for Lewisham
  - 6% same sex partnerships without dependent children compared to 3.3% for Lewisham
- Ethnicity: Shows Catford South is a very diverse area with White English/Irish/Scottish residents representing 33.5% of Catford South population. The largest non white group are African Caribbean who make up 20.5% of residents compared to a borough average of 11.42%. Asian Indian and Pakistani residents represent 2.7%, Chinese residents 1.2% and Asian other make up 5.7%.

CENF has developed a programme specifically targeted to the local BME community around health outcomes for that community known as Healthy Habits

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

Is not relevant for this Organisation as the neighbourhood strand is going directly to pay the development worker.

However it would improve the ability for the lone worker to work with volunteers, apprentices and so on if an office became available.

A reason for this includes their inability to work with an apprentice provided by Locality, as CENF were unable to provide Locality with a location base for the apprentice that satisfied their Health and Safety requirements. By having an office space they could increase their delivery and provide training opportunities for young local people.

What alternative funding streams are you already pursuing?

CENF have not been actively pursuing funding themselves but have been working with VAL and Locality and have been helping other organisations access some funding through the assembly and Space Hive. However it is felt that this has not been enough of a focus, which is reasonable as they first year of the project was to map, identify gaps and strategize.

However as above CENF has been task to ensure that a focus of community resilience must have a toolkit to access funding local groups.

There is also potential for CENF to apply directly for funding via health providers to continue to deliver some of the healthy habits work for the BME community, or older people's sessions directly.

A recent attempt to crowd fund for events for older people was unsuccessful – due to issues of the digital divide in using this platform. CENF did however support 3 other local organisations to successful crowd funded projects with the potential to do the same in year 2/3

Are there any other funding streams that you can identify that the council can support you to access?

The Neighbourhood grant remains the only known source of funding for this type of community development work presently. However it is possible that LBL could work with the CENF on accessing more national funding pots around volunteering and space improvements.

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

The CENF has a close relationship with the key players in the majority of the local organisations and although there is potential for the CENF to come under one of their umbrellas, as this post is funded through the main grant, no organisation would be able to cover this cost.

With the advent of the new library there is potential to broker a deal to use some of their space as an office, however again, they are likely to want to maximise their own income.

There is potential to combine some of the surrounding wards into a wider community development area, as some outreach is already happening outside of the boundaries of the ward as stated in the original application. CENF specifically mentioned work happening at the Green Man in Downham and within the Bellingham ward

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

CENF has not approached anyone to share resources with. This question is not applicable for the CENF as the constituted organisation is volunteer run so have no outlay and the funding goes directly to the Archibald Corbett Society to pay the CENF worker.

What support might you need to move these suggestions forward?

As above. this question is not applicable for the CENF This funding stream in this instance goes to directly paying the lone worker, and as the majority of the role is out in the community there are few opportunities to suggest an alternative way of working

#### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

The cut would not directly affect service delivery in any real terms, the CENF lone worker does 3 full days and the rest of the time is spent in a voluntary capacity.

There is an issue around the lone worker being able to support themselves on less funding, however it was discussed and felt that stepping back from the direct involvement in organisations – such as not attending all additional board meetings of other organisations could help free up more development time.

The lone worker felt able to manage in the short term and as mentioned earlier in this report but there could be a time where additional work would be needed, to cover the loss of income

Have you modelled this cut and developed an action plan for its implementation?

One of the strengths of the CENF is strategizing for the local area and had already created an exit strategy, should funding but cut more significantly that 25%.

The worker would refocus the outputs and outcomes with the lead officer to ensure prioritisation of increasing the community resilience and ability to develop at a local level through developing community toolkits

#### Conclusion

##### Any other comments / areas discussed

It was also clarified that the lone worker was not getting involved in the development of the new community library to the detriment of the wider work in the ward. It was confirmed that although they had an involvement in helping them create a partnership between the Corbett RA and The Archibald Corbett Society to put them in a position to apply for the

tender, they were not actively involved in the delivery of the library service and additional activities.

Although it was noted that as a significant community hub, the CENF would of course need to have involvement with the delivery group and services in general

It was agreed that the CENF delivery of community development in Catford South was an excellent example of how the neighbourhood strand of the main grant was functioning extremely well and that the lone worker should keep up the good work!

### Conclusion and recommendation

The original outputs and outcomes that LBL asked CENF to report on did not best reflect the scope and depth demonstrated in the original application, therefore these were increased and strengthened to better reflect it. This led to the CENF reporting on significantly more outcomes and outputs than originally agreed. This was done at the very start of the process and all were happy and confident to proceed

The CENF have achieved all targets and outputs for year one 2015-16, they are also currently achieving targets for Year 2. However the outputs are mostly different, due to the nature of the development work.

CENF is a constituted organisation but does seem to have confused governance, it was suggested that although the lone worker is essentially line managed by the Lead Officer and reports in to the local assembly co-group as a de-facto management committee, the governance structure needs more clarification going forward to ensure a sustainable plan for the future should the lone worker leave. A succession plan has been requested

Due to the nature of the development work, there are no real options to change business delivery model or merge that would be meaningful in any cost saving ways. so mergers and asset sharing have not be pursued

The modelled cut would lead to less time spent in the community at board meetings and with other organisations, however CENF feel that would be workable at this stage in the 3 year process as the links have been made.

**As target outputs and outcomes have been achieved and wider development work is successfully being delivered - It is recommended that the Corbett Estate Neighbourhood Forum receive a pro-rata cut.**

Equalities groups disproportionately impacted by recommendations			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:			
Commentary and potential mitigations:			



### Equalities groups disproportionately impacted by recommendations

Given the nature of the provision it is not felt that any one groups will be disproportionately affected with the impacts spread across the Catford South demographics:

Residents = 15,214, Second most populous ward in Lewisham

- Aged 0-19 = 4,179, 2.1% higher than the Lewisham average  
Aged 20-34 = 3,077 7.6% lower than Lewisham average
- Aged 35-49 = 3,685 0.1% Higher than Lewisham average
- Aged 50-64 = 2,547 3.3 % higher than Lewisham average
- Aged 65+ = 1,726 1.8% higher than the Lewisham average

The population of Catford South has 5,712 households with 15,214 people. The unique features of the area are:

- 464 households (7.9%) of have 1 person household with residents aged 65+ in Catford South
- 257 households (4.5%) with all residents aged 65+ compared to 2.7% for Lewisham
- 863 households (15.1%) with dependent children compared to 12.2% for Lewisham
- 15.1% same sex partnerships with dependent children compared to 12.2% for Lewisham
- 6% same sex partnerships without dependent children compared to 3.3% for Lewisham

#### Ethnicity : **Ethnic Group Catford South Lewisham**

	<b>Catford South</b>	<b>Lewisham</b>
White	43.8%	53.5%
Black or Black British	35.3%	27.2%
Mixed	8.1%	7.4%
Asian or Asian British	10.1%	9.3%
Other Ethnic Group	2.7%	2.6%

SE6 has the highest Dementia diagnosis rate in Lewisham

Catford South has a higher median income rate than the Lewisham average

Catford South is around average for people with disabilities (7%. Lew average 7.1%) and residents born in the UK 67.8%. Lew Average 68.3%)

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## Main Grants 2017-18 report

Name of organisation	Deptford Methodist Mission – Disabled Peoples Contact
Date of meeting	Wednesday 7 <sup>th</sup> September 2016
Names and positions of attendees	Ian Stewart – Chair of Trustees, DPC Erica Ross – Executive Coordinator, DPC Lucy Formolli – Development Officer Cultural Development, LBL James Lee – Head Culture and Community Development, LBL

Group Name:	Total	Q1	Q2	Q3	Q4					
Total funding received 2015-16	£5,438	N/A	£1,813	£1,813	£1,813					
Total funding to be received 2016-17	£7,251	£1,813	£1,813							
Outcomes	<b>Support</b>									
	1. Reduction in feelings of isolation experiences by DPC members									
	2. Positive contribution to the health and wellbeing of DPC members									
	3. Increased wellbeing of DPC members' families and full time carers									
	4. Reduction in feeling of isolation and increased opportunities for social inclusion for Monday Club members									
	5. Improved feelings of satisfaction, confidence and self-worth of DPC volunteers									
	6. Improved employability through the attainment of life skills.									
Outputs:	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	2016-17 Q2	% Achieved TD
Attendance of up to 24 members per day, three days per week (Tues, Weds,	1080 Lew	All: 535,	All: 548,	All: 564, Lew: 386	1106	102%	1440 Lew Attendan ce	All: 758, Lew: 473	N/A	32% - target on track

Thurs) over 48 weeks per year. 10 Lewisham Members	attendance	Lew: 357	Lew: 363								
Majority of people surveyed to report feeling less isolated as a result of visiting the club.	0	N/A	N/A	N/A	1 in May 2015	N/A	1	Complete	N/A	100%	
Provide nutritious 3 course lunch in a communal setting, including at least 3 portions of fruit and veg	108	33	33	39	105	98%	144	39	N/A	27% - Target on track	
Provide a programme of activities such as dance, chair exercises, massage, bingo, DVD sessions, wii and quizzes each afternoon.	108	33	33	39	105	98%	144	39	N/A	27% - target on track	
Provide 10 outings per year covering a range of activities including shopping trips, museum visits, seaside visits, pub lunches etc.	10 – target reduced to 7 target not adjusted and trips were prescheduled and happened in Q1	2-mini bus crashed	4 – internal event due to crash	0	6	86% - note exceptional circumstances and different internal outcomes met to ensure activity continued despite crash	10	2 - 1 trip cancelled - bad weather	N/A	20%	
Families of members report relief from pressure of full time care/increase in wellbeing.	0	N/A	N/A	N/A	1 in June 2015	N/A	1	Complete	N/A	100%	
Attendance of up to 20 members at Monday Club, over 30 weeks per year (Monday Club operates during school term time only)	Lew: 150	Places offered: 21 PW All: 97, Lew: 16 (TT)	Places offered: 19 PW All: 130, Lew: 29	Places offered: 19 PW All: 173, Lew: 31	76 Lewisham attendees – 50% – places	100% - see commentary below.	190 - total –	40	N/A	22%	

					offered 100%					
Monday Club members to report increased feelings of social inclusion/enjoying attending the club.	1	1	N/A	N/A	1 in July	100%	1	N/A	N/A	100%
Attendance of up to 20 volunteers per week	720	All: 567 Lew: 340 (28 PW)	Lew: 365 (30 pw)	All: 491, Lew: 329 (27 PW)	1034	143%	960	402	N/A	42% - Target on track

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

Deptford Methodist Mission - Disabled Peoples Contact (DPC). The DPC provides a day service to older people living with a wide range of issues from physical and mental disabilities, learning difficulties, depression, loneliness and so on. They provide transport to collect and drop off attendees and provide stimulating time, a healthy lunch and fun activities. DPC have a volunteering programme that supports volunteers back into work, including people with mental health issues, recovering addicts, ex-offenders and older volunteers. They provide opportunities to work and volunteer in the onsite Charity shop. Outcomes for family members are also monitored as part of their targets.

DPC have met or exceed targets in 8 out of 9 outputs and all outcomes.

The organisation provide detailed quarterly monitoring that includes registers of sessions, attendances, menus, and volunteers and details of activities carried out and when. The groups are at capacity.

Have you achieved all of the wider outcomes outlined in the initial grant application?

DPC has achieved all wider outcomes outlined in their application, including the organisational move to using 'Fareshare' as detailed in their application. That has saved them a significant outlay and still managed to provide their users with healthy and balanced lunches.

User and carer surveys demonstrate that DPC are providing a valuable service and positively influence the outcomes for their users by providing contact, activity, healthy lunch, volunteering opportunities, friendship and a chance to come out in the evening as well 3 days per week. DPC have had discussions with Lead officer around more frequent surveying and using a nationally recognised wellbeing scale such as WEMWBS (Warwick and Edinburgh Mental Wellbeing Scale) to better demonstrate outcomes for users.

They work with other partners such as Voluntary Services Lewisham (VSL), community transport.

The DPC has actively worked to widen their presence and promote themselves within Lewisham, as being right on the boarder of Greenwich to the North, they have in previous years struggled to be well known.

Their outputs and outcomes are unchanged from their original application.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

The organisation has not achieved 100% in 1 of their outputs with one revised during the reporting period - however there are several mitigating factors.

**Provide 10 outings per year covering a range of activities including shopping trips, museum visits, seaside visits, pub lunches etc.**

The organisation had a serious bus crash which put their bus out of action for several months – this had an impact on the number of trips able to be taken over the year. DPC need 3 buses to cater for extra wheelchairs for those who cannot walk far, and for volunteers to push wheelchairs - having one bus (instead of 2) impacted their external trips as the organisation were unable to fund additional transport. Therefore they undertook more internal and local 'trips' or those that didn't require lots of extra volunteers and wheelchairs.

As soon as the bus crashed the organisation immediately contacted and worked with VSL and community transport to help offset this. Although they had to pay, the organisation absorbed the cost. DPC fundraised for a new bus.

The DPC completed a number of outings in Quarter 1 of 2016-17 that were already scheduled and included in their original application therefor leading the organisation to believe that they have in fact, met this target.

**Attendance of up to 20 members at Monday Club, over 30 weeks per year (Monday Club operates during school term time only)**

It was agreed at the monitoring meeting, that when the initial application was made, the overall number of 20 members was to include both Lewisham and Greenwich members and monitoring submitted reflected numbers of places made available and taken up. It was not until Q3 that DPC were asked to report on Lewisham numbers. DPC continued to do everything they could to address what was essentially an unachievable target for Lewisham members. They fully met the number of places available to members at the Monday group.

The Monday group is fully attended and at capacity (ill health and holidays not withstanding) and therefore the organisation believe that the target has been met. The only way to increase Lewisham members is to remove some Greenwich members which is not practical or appropriate. This would make this target Green on the RAG and 100% met.

Lewisham attendees in the day centre were affected by the loss of the bus– they again worked with community transport to bring more in, including using the volunteer driver's scheme.

**Plans are in place for improving performance?**

The organisation has discussed delivering extra days for their day centre service. Hopefully increasing from 3 to 5 days. This is a plan they are hoping to implement over the next few years. They are also considering a change to their branding, which they organisation feel might have an impact for users and funders around perception of their offer. They will be discussing this at an upcoming strategy meeting.

**Progress has been made against actions agreed with your Development Officer?**

- The Lead officer has been working with the organisation around raising their profile within Lewisham, making connections with local organisations and through the Local assemblies.

- They have also been encouraged to meet and connect with more local groups and were advised to work to become members of the Lewisham Dementia Action Alliance. They did this as suggested and are now a part of that network.
- DPC are also now part of 10 Connect which is a network delivered by Community connections for groups working more with people with Dementia.
- They were asked to investigate a partnership with Sydenham Garden around their outcome monitoring through the Warwick and Edinburgh Mental Wellbeing Scale (WEMWBS)
- DPC have included items in the Positive Ageing Council newsletter

What local support/evidence of need can you identify for the work you are undertaking?

The fact that groups are at capacity with a waiting list and that there is scope to extend the service by one or 2 additional days per week is evidence of need.

DPC's service is currently over-subscribed and has a waiting list. There is scope to extend the service by one or 2 additional days per week due to the level of need in the area. The organisation is making plans to extend their service accordingly.

DPCs knowledge of need is based upon the high demand for their services and the lack of non-statutory services of a similar nature in their vicinity. Other social contact centres in the area rely upon the clients making their own way to the centre and referring themselves. DPC therefore have a locally unique clientele with higher needs which are able to professionally meet.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

DPC has managed to make an outgoings saving from £150,000 - £130,000 saving £20,000 per year, using a number of cost saving measures and increasing income in other ways.

The main saving the organisation have already made is a move to 'FareShare' as a change to the model of how they provide the Healthy lunches. Effectively halving the food budget and saving £10,000 per year. They had to amend menus quite dramatically and had to get membership buy-in to this.

There is no further scope for capital investment unless there is means to reduce reliance on Community Transport by acquiring an additional mini bus.

They currently pay for the Thursday day centre sessions. An additional bus would also increase the likelihood of being able to deliver a full week service which would lead to an increase in some income stream through membership payments.

What alternative funding streams are you already pursuing?



The organisation detailed the three streams of income, Stream 1, membership costs, and recently moved to including a cost, even if someone didn't attend. The members were happy to make this change and it has strengthened attendance.

The Second funding stream comes from the Charity shop which is very well used, especially with the building of new halls of residence for Greenwich university nearby. The current revenue of the shop is 25% of total but hoping to build this to 30% over the next year.

The final third comes from funders such as Lewisham Council, Greenwich provide a bus, DPC also receive funding from Merchant Tailors, City Bridge Trust, Leather-sellers, the Rank organisation and are currently doing a big lottery application. The DPC have always ensured that fundamental to their financial standing is not to be reliant on one stream of income.

Are there any other funding streams that you can identify that the council can support you to access?

There was a discussion about looking into the commissioning process to provide day centre activity for Lewisham adults with learning disabilities which could help deliver their plan for a full week service.

They would like to be connected with the Lewisham Arts Officer around potential Art Streams of Funding. LBL will link DPC with the relevant officers.

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

The organisation are very ready and willing to look up and start seeing what opportunities there are to work closer in partnership with other organisations to increase their offer.

As their services are currently at capacity the DPC are in discussion with JOY for them to use their space to bring in activities and more able bodied members on afternoons the day services is not operating. They have worked with Meet Me at the Albany.

They have now got involved in a volunteering partnership with Greenwich University to bring in students to work on processes and programme delivery as well as improving the already strong volunteering offer. Students come to do their NVQ health and social care and they ensure the students get interesting and useful projects to work on useful for the DPC and the Student - part of this work so far has been around improving processes.

The organisation are happy to discuss the use of their bus by other organisations between the hours of 11.30 and 2.30 when the bus is not in use, this can help another organisations to increase their access to transport for members and as well as raising income for DPC – though they made it clear that asset sharing meant they would not be focused on doing it to make a profit but to partner and help other organisations.

They also have a great deal of strength in accountancy and board governance and would be happy to help other organisations develop strength and resilience in these areas.

They are happy to meet and discuss Fareshare with other lunch service providers such as the Grove Centre, around delivering the change of their menus and meals, whilst dramatically reducing their food costs.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

As mentioned above they would like to improve their work with Eltelechy Arts/Meet me at the Albany and Joy in a way to maximise the space when not currently in use and to create art and crafts and to sell it in the charity shop, increasing income.

What support might you need to move these suggestions forward?

They are very keen to discuss the improvement of their arts offer and would like to work with the Council's Arts adviser to make that happen and pursue more Arts Funding.

Lead officer discussed a planning meeting for some of the organisations to sit together and share ideas and discuss sharing resources, being they human or physical. The group were keen to be involved and share experience and discuss partnerships involving the wider use of their bus

#### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

The DPC stated that with the low level of funding from Lewisham and the commitment of the organisation to keep revenue streams separate, that a 25% loss would not fundamentally hurt the organisation, however the impact is more psychological, that the need to feel valued by a funder is crucial to motivation.

The impact that receiving funding from the Local Authority means to other funding applications should also be considered. It could have a detrimental effect on outcomes of other funding applications to not have significant support from the local Authority.

It was acknowledged at the meeting that the service is very good value for money for the level of grant funding received.

Have you modelled this cut and developed an action plan for its implementation?

The DPC have modelled this and have suggested, although did not confirm, that they would find savings through further efficiencies, up the 25% (equivalent loss of £1813) themselves, without reducing services.

#### Conclusion

##### Any other comments / areas discussed

There was a discussion regarding the fact that the original grant application was very low for the outcomes achieved. DPC stated that the amount was historically a low figure, when

they asked if they could apply for more in the last round, they were told they could not. However they also emphasised the fact that they were always determined to never be reliant on one funder or revenue stream  
It was agreed that the amount of delivery for cost impact was excellent.

**Conclusion and recommendation**

The DPC has met or exceeded 7 or 9 outcomes based on original reporting criteria, however it has been agreed that there was a discrepancy of output reporting, on the side of LBL, so in fact they are green on 8 of 9 outputs.

The output they are under is for trips carried out in the year. This is due to a mini bus crash. Although it must be noted that DPC immediately worked with partners VSL and Community Transport, to address the issue and ensured members, particularly from Lewisham, were still collected and brought to internal events and sessions, absorbing the costs themselves and showing tenacity with problem solving this unexpected accident.

DPC have made efforts to reduce costs and outgoings and increase revenue through 3 separate streams, funding, shop sales and membership payments. They have introduced 'FareShare' which dramatically reduced food costs

The DPC are seeking to improve partnerships to be able to extend their day service to cover the whole week (Monday to Friday).

They have not considered merging, but are very interested in discussing asset sharing - in particular, how the DPC help other organisations.

DPC have suggested that they will do everything possible to find other funding or alternatives to ensure they do not lose services to their clients in the event of a cut. this has not been specifically modelled however.

**It is recommended that Deptford Methodist Mission – Disabled Peoples Contact receive a pro-rata cut.**

Equalities groups disproportionately impacted by recommendations			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:	x	Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:			
Commentary and potential mitigations:			
DPC provide services primarily for older people.			
The mitigations outlined above and the positive range of funding streams managed by the group will hopefully keep the direct impact of a pro-rata cut to a minimum.			

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## Main Grants 2017-18 report

<b>Name of organisation</b>	Deptford Reach
<b>Date of meeting</b>	7 <sup>th</sup> September 2016
<b>Names and positions of attendees</b>	Richard Cox, Secretary Stella Brown, Director Winston Castello, Community Enterprise Manager, LBL

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Total funding received 2015-16	£15,000	N/A	£5,000	£5,000	£5,000
Total funding to be received 2016-17	<b>£20,000</b>	£5,000	£5,000	£5,000	£5,000

<b>Outcomes</b>	<b>Support</b>
	<p>DR and other local agencies to work in partnership with local residents to address local needs identified in the neighbourhood by actively engaging vulnerable adults to participate in order to raise issues so they can be addressed.</p> <p>Provision of meaningful daily health and social activities for adults in the community to enable them to connect to a variety of community activities</p> <p>Active partnership working lead by DR to ensure vulnerable adults have a wide choice of activities to access at DR to connect them to their area</p> <p>Provide a volunteer befriending service in a safe and secure environment to help vulnerable adults who are isolated back into social networks, assist them in becoming economically active and support them in accessing services that are already there</p>

	2015-16 Target	2015- 16 Q2	2015- 16 Q3	2015- 16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	2016-17 Q2	% Achieved TD
<b>Outputs:</b>										
Provide weekly sessions in IT, CV writing, job search. Literacy & numeracy lasting up to 60 minutes per session for up to 50 residents per week	50	16	17	18		102%	50	18		36%
DR to attend monthly and quarterly local forums to increase local intelligence about the local residents and other providers to strengthen and co-ordinate services for the residents Allow local residents in partnership with DR and other agencies to deliver quarterly community events to promote cultural diversity in the area and highlight local issues that can be addressed in partnership	12	5	4	4	13	108%	16	5		31%
Morning and afternoon activities every day lasting for a minimum of an hour for a group of 10-15 vulnerable adults per session	672	236	229	227		103%	907	237		26%
Provide x2 taster sessions will take place quarterly lasting up to an hour for a period of 3 weeks for those not sure about their choices and will feed into the activities for up to 30 residents per week	6	3	4	5	12	120%	12	3		25%

minimum of 2 sessions per week in partnership with other local agencies										
Recruit & assess 10 befrienders for yr1	10	5	4	3	12	120%				
Provide weekly training workshops lasting up to an hour training	48	19	17	16	52	108%	48	16		33%
Provide one to one sessions 3 times per week for participants lasting up to an hour for up to 45 residents for yr 1	45	20	22	21	63	140%	54	18		33%
Provide x1 group session to share experience and support	1	3	3	3	9	900%	12	4		33%
Provide x1 weekly planned outing lasting up to 2 hours within the borough	30	16	12	10	38	126%	50	1		2%
Provide a free and safe place for vulnerable people to connect with others & share similar experiences	336	140	154	186	480	143%	480	141		29%

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

Deptford Reach had a number of outputs based on providing services for homeless individuals and vulnerable adults. The organisation achieved all the planned outputs and, in some cases, greatly exceeded the planned activities. The outputs in question included:

- weekly IT, CV writing and jobsearch sessions
- involvement in local forums
- organisation of quarterly community events
- activities for vulnerable adults
- taster activities

In addition to activities for participants, the organisation's outputs included work to recruit befrienders to improve the sustainability of the project.

Have you achieved all of the wider outcomes outlined in the initial grant application?

Deptford Reach is a respected organisation supporting homeless people and vulnerable adults. Outputs achieved include increasing social cohesion and reducing isolation. The organisation runs a number of partnership-based projects, including a private sector rental scheme which is supported by Crisis. Other projects include alcohol and drug support, which are commissioned by the London Borough of Lewisham.

The organisation works very closely with statutory and voluntary agencies, including the 999 Club and Bench Reach. The organisation also works closely with advice organisations, providing additional support for their service users

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

N/A

What local support/evidence of need can you identify for the work you are undertaking?

The organisation works with a range of vulnerable adults, many of whom are homeless or in insecure housing. The services provided by Deptford Reach are well-respected and the organisation is currently broadening its services and is aiming to undertake a major development of its current premises which is intended to generate significant income for the organisation.

It has developed a high profile fundraising committee which has been successful in attracting over £2m investment. This work has raised the profile of the organisation. Deptford Reach has a number of business partners and receives support from a range of funders.

There is currently an increase in the number of residents experiencing housing pressure and who are at risk of becoming homeless.



## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

The organisation is looking to re-locate on a temporary basis whilst development work is undertaken on its existing premises. It is exploring a number of options, including the possibility of being based at the nearby Mulberry Centre.

What alternative funding streams are you already pursuing?

The organisation has a fundraising plan in place. However, the current priority is to raise funds for the planned development of its premises.

Are there any other funding streams that you can identify that the council can support you to access?

Deptford Reach is currently considering different options and will discuss these with the Council as they emerge.

## 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

Deptford Reach is open to collaboration with other organisations. However, given the nature of its work, the organisation is unclear as to the likely benefits of any merger at this time. The organisation is of the view that part of its success is attributable to its independence.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

Deptford Reach is seeking to work with advice providers, particularly Evelyn 190 and the 170 Community Project.

What support might you need to move these suggestions forward?

The organisation is not seeking any support at this stage but will discuss its plans with Council officers when it is clear what level of savings they have to achieve.

#### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

The organisation estimates that a 25% cut would require savings from within the staff team. Some enrichment activities provided via the Council grant may also have to be cut.

Have you modelled this cut and developed an action plan for its implementation?

The organisation has not as yet modelled the impact of the potential reduction.

#### Conclusion

**Any other comments / areas discussed**

N/A

**Conclusion and recommendation**

The organisation has performed well and has met or exceeded outputs. It is not currently in a position to make savings through mergers or asset sharing. **It is therefore recommended that a pro rata cut in grant is made.**

Equalities groups disproportionately impacted by recommendations

Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:	X	Gender reassignment:	
Religion / Belief:			

Commentary and potential mitigations:

The organisation works with homeless clients. A disproportionate number of users are likely to have a disability. The impact of funding reductions will be mitigated by the organisation working more closely with other voluntary and statutory partners.

## Main Grants 2017-18 report

<b>Name of organisation</b>	Deptford X
<b>Date of meeting</b>	6 Sept 2016
<b>Names and positions of attendees</b>	Patrick Henry – Director, Deptford X Paul Canty – Chair of Board, Deptford X Andy Thomas – Cultural Development Manager, London Borough of Lewisham Nancy Stridgen – Cultural Development Officer, London Borough of Lewisham

<b>Group Name: Deptford X</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>					
Total funding received 2015-16	<b>£7,500</b>	N/A	2,500	2,500	2,500					
Total funding to be received 2016-17	<b>£10,000</b>	2,500	2,500	2,500	2,500					
<b>Outcomes</b>	<p>(1) Lewisham is recognised as a destination for high quality visual arts.            (2) People have increased their understanding, knowledge and appreciation of the visual arts.            (3) Arts participation has widened (those less likely to engage in the arts)            (4) More people view Lewisham as a positive place to live and improved well-being through access to the arts.</p>									
<b>Outputs:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	2016-17 Q2	% Achieved TD
1. Number of 'lead' artists and 'associate' artists	1	1	1	1	1	100%	5	5		100%
2. Number of 'associate' artists	3	50	50	50	50	1667%	5	5		100%
3. Number of Fringe Artists working on Deptford X	30	48	48	48	48	160%	40	44		110%

4. Number of Exhibitions (venue)	30	30	30	30	30	107%	n/a	n/a	Quarterly outputs changed for 2016 and increased	
5. Number of Installations (public domain)	15	18	18	18	18	120%	n/a	n/a		
6. Number of Visitors	17,500	17,716	17,716	17,716	17,716	101%	n/a	n/a		
7. Percentage of Visitors from outside SE8	50%	68%	68%	68%	68%	136%	n/a	n/a		“
8. Percentage of visitors rating standard of work as extremely high, high or good	80%	87%	87%	87%	87%	109%	n/a	n/a		“
9. Positive mentions in the press	5	8	8	8	8	160%	n/a	n/a	“	
10. Percentage of visitors that would like to return	80%	87%	87%	87%	87%	109%	n/a	n/a	“	
11. Number of participation projects	1	4	4	4	4	400%	12	0	Measured in Q2	
12. Number of participants	30	58	58	58	58	193%	125	0	Measured in Q2	
13. Number of events, tours or walks	20	20	20	20	20	100%	n/a	n/a	“	
14. Number of volunteers	15	19	19	19	19	127%	15	0	Measured in Q2	
15. Percentage of participants who do NOT classify as 'White British'	20%	34%	34%	34%	34%	100% fig changed for 2016/17	n/a	n/a	To be changed for 2016/17	

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

The organisation has achieved all of its outcomes and outputs. Outcomes and outputs are being amended for 2016/17 to better represent the change of Deptford X's provision (see below).

17,700 visitors experienced Deptford X in 2015. Deptford X are in a transition period, from an annual festival run by a board and temporary festival manager to a year round arts organisation with a venue and permanent part-time Director. In 2016 the organisation has worked on piloting a new direction for the festival and they plan to expand their projects and programming, reaching more Lewisham residents and also bringing in audiences from outside the borough into Deptford year round.

Deptford X received £7,500 for the financial year 15/16. The festival budget without core staffing or utilities is £21K therefore outputs are reliant on other funding sources.

Have you achieved all of the wider outcomes outlined in the initial grant application?

The organisation has achieved all of its wider outcomes.

### **(3) Arts participation has widened (those less likely to engage in the arts)**

Work will continue with the organisation to increase the reach to those that do not normally engage with the arts via education and participation projects and the main festival programme.

Changes in the organisation includes the support and promotion of 5 emerging artists rather than working with one established artist annually. Deptford X also plans to be the organisers of better support and working between Goldsmiths University, local artists and galleries and studios in Deptford and New Cross.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

N/A

What local support/evidence of need can you identify for the work you are undertaking?

Deptford X is in its 18<sup>th</sup> year of producing a visual arts festival and the festival has grown in size during that time. There is ongoing demand for opportunities for local artists to have a platform to exhibit and for audience members to have the opportunity to experience exhibitions both in venues and in the public realm. Also an above average percentage of the population in New Cross and Deptford are practicing artists.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

Deptford X's business model has been changed under the new Director in 2016 to be more efficient. It was expressed that no savings (whilst delivering the same outputs) can be made due to the small part-time staffing team.

The space in Brookmill Road allows earned income for the organisation and a year round presence, studio space, gallery and performance space.

What alternative funding streams are you already pursuing?

The organisation is working on or already benefits from the funding sources below, though they have allocated spend and do not replace Lewisham funding:

- Developers; Anthology and Galliard
- Arts Council England
- Studio hires
- Individual giving
- Room Hire/Studio Hire - Brookmill Road

Are there any other funding streams that you can identify that the council can support you to access?

Officers will support the organisation with information on Section 106/CIL funding and Local Assembly funding for New Cross and Evelyn to increase participation and reach.

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

It was discussed that the new model for Deptford X involves closer partnerships with Goldsmiths and local galleries and studios and that new partnerships are being looked into currently.

Deptford X stated that it is not appropriate to merge as an organisation with any of the partners but work is being undertaken to look at sharing resources and making best use of the geographic closeness.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

Please see above.

What support might you need to move these suggestions forward?

N/A.

#### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

The organisation stated that the evidence of financial support from Lewisham Council is integral to gaining support from outside sources including the Arts Council and developer support.

The organisation recognise the need to build capacity to allow staff members to have the time to write funding bids and that reducing capacity at this time could impact a further loss of funds.

Have you modelled this cut and developed an action plan for its implementation?

Not at this time.

#### Conclusion

##### **Any other comments / areas discussed**

##### **Organisational changes**

Deptford X are in a transition period, from an annual festival to a year round arts organisation with a venue. The organisation leases their new venue in Brookmill Road containing an office, gallery, artist studio space and hireable space and they are planning to expand their reach to the borough all year round.

The high quality work completed this year has been well planned and considered and when fully realised will allow Deptford X to have a larger impact on Lewisham.

##### **Conclusion and recommendation**

Deptford X overachieved all outputs and outcomes for 2015/16 and are predicted to achieve outputs and outcomes for 2016/17.

It was expressed that the evidence of financial support from Lewisham Council is integral to gaining support from outside sources including the Arts Council and developer support. Officers will support the organisation with information on Section 106/CIL funding and Local Assembly funding for New Cross and Evelyn to increase participation and reach.

It was discussed that the new model for Deptford X involves closer partnerships with Goldsmiths and local galleries and studios and that new partnerships are being looked into currently.

It is recommended that Deptford X receive a pro-rata cut.

Equalities groups disproportionately impacted by recommendations

Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:			

Commentary and potential mitigations:

The organisation is funded to deliver generic services and no specific equalities group are therefore affected disproportionately.



## Main Grants 2017-18 report

<b>Name of organisation</b>	<b>Eco Communities (Eco)</b>
<b>Date of meeting</b>	<b>Monday 5 September 2016</b>
<b>Names and positions of attendees</b>	<b>Darren Taylor – Chief Executive Eco Communities Lucy Formolli – Development Officer Cultural Services, LBL James Lee – Head Culture and Community Development, LBL</b>

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>					
Total funding received 2015-16	<b>£30,000</b>	N/A	£10,000	£10,000	£10,000					
Total funding to be received 2016-17	<b>£40,000</b>	£10,000	£10,000	£10,000	£10,000					
<b>Outcomes</b>	<b>Support</b>									
	1. Reduced digital exclusion among people aged over 60 resulting to improved access to online advice and information									
	2. People aged 60 or over increase their fitness levels and reduced need for medical intervention									
	3. People aged over 60 feel reduced levels of loneliness and isolation. Attendees confirmed that they have benefitted from outings and have increased positive social interaction as a result									
	4. People over 60 to benefit from increased mental stimulation and improved feelings of wellbeing									
	5. People over 60 to improve their IT skills and confidence									
<b>Outputs:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	<b>2015-16 Total</b>	<b>% Achieved</b>	2016-17 Target	2016-17 Q1	2016-17 Q2	<b>% A</b>
Seniors IT training including: Peer support Thursday IT digital inclusion programme. Three one hour rolling programme of IT support (10:30 – 11:30; 11:30 – 12:30 14:00 – 15:00) for a maximum of 12 people. <b>4 beneficiaries each quarter (Grove</b>	24 beneficiaries	4	8	26	<b>38</b>	<b>158%</b>	48	12 – Grove Pepys still to report	N/A	<b>25% Target on Track</b>

<b>Park.) 2 hour IT training and reminiscence sessions to be run from Pepys -4 beneficiaries per quarter</b>								
Keep fit, sit down exercises and Thai Chi to be run from Pepys and Grove Park for 10 beneficiaries at each venue per week for 30 weeks	20 beneficiaries and 600 places - 300 places PA Pepys / 300 places PA GP	5 people (60 places)	4 People (48 places)	10 (120 places)	<b>19 - 228 places</b>	<b>38%</b>	52 Unique Users 13 users PQ	20 Grove – Pepys still to report
Art journaling, mindfulness 'So what and yarn', story-telling and 'Fibre Arts' at Pepys for 10 beneficiaries per week over 30 weeks .Grove Park Scrabble and knitting clubs to focusing on those members of our community that like to improve their Mindfulness and wellness. 5 beneficiaries each quarter	15 beneficiaries PQ (total 45) 600 places - 300 places PA Pepys / 300 places PA GP	14 (168 places)	7 (84 Places)	14 (168 places)	35 beneficiaries 420 sessions	<b>70%</b>	52 unique users 13 PQ users	23 – Grove, Pepys still to report
Social activities where over 60 users can get together, have outings, and fundraise for trips and general activities. Sheltered home scheme and up to 7 older people attending friends of grove park library monthly meetings, up to 7 over 60s represented at Hyde Housing meetings	16 sessions 128 participants PA	5 (only sessions reported)	69	96	<b>165</b>	<b>128%</b>	7 activities – No of participants benefitting from outings and activities still to be agreed	60 users – Grove, Pepys still to report
Four older people to be trained to bEcome Digital Champions (2 each at Grove Park and PRC)	4	0	2	2		<b>100%</b>	8	1 – Pepys still to report

N/A	<b>38% on t</b>
N/A	<b>44% on t</b>
N/A	<b>This app on t clar need num ses</b>
N/A	<b>12.5 still this the trac</b>

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

Eco are underperforming on 2 of their 5 outputs. The organisation have fully met one output and exceeded 2 of their outputs

Eco have not met 90% of target on 'Delivering Keep fit, sit down exercises and Thai Chi sessions' and 'delivering mindfulness and wellness sessions including knitting and storytelling etc.'

There was an in-depth discussion around the delivery of the outputs and outcomes with Eco. It was cited that the loss of the main Community Connections (CC) worker in the north of the borough had a detrimental effect on delivery at the Pepys Centre. There were also difficulties delivering session due to building issues – see section 1.c

Issues were raised around the quality of reporting of the quarterly targets. The monitoring returns were not clear as to which sessions were going ahead and which were well attended, there was also no clarity over which centre (Grove or Pepys) was achieving, or carrying the load.

It was agreed that Lead officer and Eco would work together to strengthen the quarterly reporting templates and introduce more robust way of collating the information for both centres accurately, and advise would be given to library managers in delivering these.

It was agreed that the digital sessions were going well.

Overall the outcomes are in general being delivered but due to issues at Pepys Centre, it is likely that these outcomes are benefitting people at the Grove Centre more than the in the north at the Pepys Centre, which is already a very isolated community.

Have you achieved all of the wider outcomes outlined in the initial grant application?

Eco's application detailed a number of additional elements of delivery in their application including developing 5 dementia friendly centres. While this is happening, it is unclear if Eco are taking any lead on this. The Purple Alliance and 10 Connect, whom are both networks for supporting organisations and centres working with people with dementia, are begin delivered through Community Connections. Eco are sending representatives to these meetings.

It was questioned if Community Connections were responsible for managing and delivering the sessions in the initial application. Eco felt that this was unfair and although Community Connections were very important to the organisation and success of sessions, they were not delivering them directly and that it was a key partnership as outlined in the application form. It was reiterated that the sessions were run in partnership, particularly in Pepys now that Community Connections have employed a new project coordinator in the north of the borough.

Eco Communities stated in their application that the organisation '*was seeking main grant funding for the first time in order to allow it to employ two operational staff based at Pepys and Grove Park Community Libraries who will have the task of working with the older*

*persons groups based at the centres to generate the funds and form the partnerships to enable the centres to move towards offering a financially self-sustaining programme of activities'*

Eco confirmed that they were using the grant fund to manage the libraries, Eco felt that by losing funding they would struggle to pay back the councils loan and manage building issues. Staff are paid by the grant, but they are paid to run the library not the older people's sessions, and managing the libraries is the priority for Eco.

It was clarified that the grant funding was to be delivering sessions for older people and not to supplement the library management, which they have an SLA from the Lewisham Library Service – however Eco were adamant that sessions were taking place and going well, this was confirmed by Lead Officer who has visited sessions as above the reporting processes need to be tightened up and figures more accurately collated and evidenced.

Eco also felt that the organisation had delivered more than their original application including the digital sessions and the support they have given to other organisations such as Go ON Lewisham, ESOL classes, the advice given to other community library organisations. They are a drop in zone for the Downham and Whitefoot Food Project

Eco felt that delivering a library service and the older peoples support as funded by main grant were intrinsically linked, that their managers and volunteers acted as an advice service for older people, helping with blue badge applications, freedom pass applications, that they were a community hub for older people to drop in if they had any problems. These were impossible to report on due to the drop in nature of the advocacy the managers are undertaking for older people.

The outputs and outcomes are as initially written at the beginning of the process. Eco have agreed to keep the outputs the same but to undergo a rigorous inspection on how these are reported and how they will be reported going forward. Lead Officer will facilitate this with Eco / Community Connections and library managers.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

### **What are the mitigating factors**

Eco stated a number of mitigating factors around the delivery of 2 of their output targets, in particular issues around the Pepys centre.

Most notably the Pepys Centre was closed for a number of months due to a sewage flood. This meant that sessions that were unable to go ahead at this centre. This is a not insignificant issue. There has been a real issue with regard the buildings management and the costs and the state of the buildings when handed over to Eco from the Council, with regard managing the maintenance and repairs.

Eco were asked what contingencies they had in place to deliver these sessions in an alternative venue, Eco believed that as the applications was specific to delivering sessions in that area, to help the lonely and isolated at Pepys and that delivering them elsewhere

was not practical or sensible. Eco have tried to work in partnership with other local centres, in particular the 2000 centre, but that partnership was not in place when the centre was shut.

Eco also believe that staff sickness and problems, particularly from library manager at Pepys also led to issues around delivery. However they were keen to state that when their keep fit sessions were under threat and that the instructor was to charge after losing their funding, Eco absorbed that cost to keep the sessions going for their users.

### **Plans for improving performance**

Pepys Resource Centre: there has been a meeting with Diana Hofler from Community Connections which was very productive, to get more sessions delivered at that centre. The drop-in digital help for 16 hours a week on a one to one basis is running well. Users wanted to be shown how to do council tax online and shopping primarily. Two over 55s were sent from the job centre to get help applying for jobs.

Pepys have now attended the local sheltered home schemes to see how Eco can support housebound residents. Eco have begun a befriending service with VSL which has just started and has about 5 people attend, this has since been promoted through the Positive Ageing Council newsletter. The manager of Pepys has been off due to stress, so figures have not been recorded for Pepys in the Q1 monitoring, however Eco are hitting quarterly targets without Pepys figures.

Grove Park Library: The biggest outstanding risk is to ongoing financial and volunteer resources to support Grove Park Library over the next two years of the Neighbourhood funding. Two table top sales occurred in Q1, which 38 seniors attended. These sales raised money for the local sheltered home. Only three users currently attend the Scrabble club, but seven users attend the knitting club. The keeps fit instructor has just lost her funding but Eco have continued funding this. 12 people attend the IT training.

Elsewhere Eco worked with Seniors to create some digital champions, which they are now having their own drop in surgeries. Eco are delivering some drop-in training at Lewisham Homes Office and for Phoenix in the foyer, with an average 10 people being shown how to use their devices in Q1

Eco appear to be improving with regard performance with a renewed focus in Q1.

### **Progress has been made against actions agreed with your Development Officer**

The most pressing issue of action for Eco is to address the reporting systems. The sessions are happening and some are fairly well attended, however these figures are not being captured effectively by the library managers. Lead Officer will facilitate a new model to report into the Eco board for the library managers in partnership with all concerned with delivery – whilst maintaining the integrity of the outputs and outcomes as agreed in the initial application.

Promotion of services in the local area is an issue. While both centres are quite isolated there is very little in the way of footfall, so users must be encouraged to come in. Library managers are keen to work with Lead officer to be able to do this.

It is crucial that Eco utilise their main grant fund for the purpose of the funding stream – ‘supporting vulnerable older people’ and not paying toward other Eco library running costs. This will be monitored by Lead Officer going forward with chief executive and board

The delivery of dementia friendly centres will also be monitored for Eco involvement by Lead Officer

What local support/evidence of need can you identify for the work you are undertaking?

A key aim of the Eco bid is to provide a network of 'dementia friendly' centres around the Borough and to offer services for individuals suffering from the symptoms of early onset dementia. The geographic focus of the bid on Deptford and Grove Park is in part a response to local intelligence received from Eco partner Community Connections.

- Although part of the networks, purple alliance and 10 Connect, there is no evidence that Eco are taking any real lead in these initiatives. This will be monitored as an addition going forward

#### **Community Connections Intelligence**

There is unmet need among individuals with early onset dementia within the Deptford area (Cluster 1, in which the Pepys Resource Centre is located) as many of the organisations that provide services for this group are full and have waiting lists.

- This has not been helped by the centre being shut for many months, however they have recently set up a befriending group with VSL and are involved in a sheltered housing scheme at Conway Court. They are also at the beginning of a partnership with the community 2000 centre to bring that building to better use for older people

Another need identified by Community Connections is for affordable and accessible transport to enable individuals to participate in activities that are available. There is also unmet need in the second area covered by the bid (Cluster 3, Grove Park, in which Grove Park Community Library is located) and in addition, this area has the largest proportion of older people of any ward .

- Eco have now worked to deliver service in sheltered homes, reaching out to vulnerable people who cannot come out to their centres. Grove library does offer some transport for older people. Discussion around alternative transport provision with other local older peoples groups will be a part of an asset sharing meeting. The Library has set up a Friend's group for the over 60's, they also are trying to work in partnership with other local older peoples organisations such as the Ringway Centre, although there are issues of conflict with these partnerships in terms of personalities

## **2. Negotiate reductions and seek alternative funding streams**

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

There is no scope to deliver any significant saving through a change to business model. Eco emphasised the financial drain of running the library buildings and felt there was in no way they could find any savings. They initially were hoping to re-negotiate the grant for more funding, not less. Eco believe that significant investment is required in the libraries.

What alternative funding streams are you already pursuing?

It appears that internal fundraising happens through library table top sales and selling of crafts made at groups, but there is little evidence of additional funding happening from Eco around sustainability of the older people's sessions at the Grove Library and Pepys Resource Centre, in fact, Eco believe that the managing the library buildings for Lewisham is a financial and resource drain.

Fundraising on a local level, was not discussed fully in the Main Grant meeting, so should be explored further.

Eco as a company are spreading themselves quite thinly and have many facets to their community interest company, across many boroughs and services. There was a suggestion from Eco that the library buildings in Lewisham were some of the more difficult ones that they deal with.

Are there any other funding streams that you can identify that the council can support you to access?

As above. A more detailed analysis into funding streams should be had when a clarification on reporting methods are agreed.

It is clear that Eco are able to attract funding to deliver services across a number of boroughs, but there is little evidence of fundraising going on for the delivery of the older persons sessions in Pepys Resource Centre and Grove Park Library.

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

It was clear that Eco could and would, benefit from stronger partnerships that gave them more, rather than the partnerships they have embarked on that appear to be too heavily weighted on their organisation delivering for little return.

It is hoped that Eco would be a part of an asset sharing discussion with other older people's organisations to be facilitated by Lead officer.

There is also potential to work closer with groups such as Ageing Well who are hoping to increase their presence in the South of the borough or Deptford Methodist Mission who have waiting lists for their activities in the North.

These suggestions are yet to be taken forward but the Lead Officer will work with Eco to develop them.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

Eco have been working with the community payback service to help with some of their buildings issues, such as painting the Grove Centre and dealing with leaks from the flat roof.

Eco are always looking for opportunities to working different ways and have recently approached the Community 2000 Centre about a partnerships and are working in partnership with community connections.

There could be potential for Eco to work more closely with the local assemblies to raise their profile within the community, and get more support from the community activists in the local area who are perhaps able to give time and human resources to support the library offer more fully. There is evidence of success of this at Sydenham and Crofton community libraries.

What support might you need to move these suggestions forward?

To work with the development officers for New Cross, Evelyn and Telegraph hill Assemblies in the north and Grove Park, Whitefoot, Catford South and Downham Assemblies in the south to embark on some profile raising activities in order to garner community and potential volunteering support locally. There could also be potential to work with the Neighbourhood development workers, also funded by main grants, in those areas

Lead Officer will be facilitating an asset sharing workshop for older peoples organisations funded by the main grant to make connections and share resources. Meetings with Ageing Well in Lewisham and Deptford mission could be a part of these discussions

#### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

Eco stated that being defunded or even potentially taking a 25% cut in their funding could result in the organisations withdrawal from running some or all of the library buildings they currently manage for Lewisham Council.

Eco feel that the burden of the buildings and library delivery would not proportional to the level of benefit that the organisation gains if the grant were removed.

Have you modelled this cut and developed an action plan for its implementation?

Eco have not modelled a cut. The organisation were hoping to be able to negotiate more funding during this process although it was never suggested to them that this was an option and that they needed to model the 25% cut as a likely outcome.

#### Conclusion



### **Any other comments / areas discussed**

There was significant discussion regarding ECOs general business model and the other facets of the company.

There was a feeling expressed by Eco that the management of the library buildings needed reviewing to ensure that everyone was happy with the current outputs for the grant funding.

### **Conclusion and recommendation**

Eco have delivered on 4 of 6 outputs. They site mitigating factors of building closure and staff and support problems for being below on these. Quarter 1 of 16-17 appears that Eco have turned these issues around. However and an immediate action is to strengthen the reporting and evidence of the figures to LBL, as the activities are happening but the reporting is muddled and difficult to monitor effectively.

Eco are delivering on most outcomes, however there needs to be more evidence around their status within dementia friendly Lewisham community. Although the organisation are part of an existing network, it was implied in their application that Eco would be leads on this, and there is no evidence they are leading.

Although their application states they would be paying library staff to manage the grant funded older people's sessions, it appears after analysis that this fund is being spent on keeping the libraries open and paying back a council loan. It has been emphasised that this grant should not be used to pay to keep the libraries going but to improve the outcomes for vulnerable older people.

Progress is being made in both centres, but again this is with the huge support of community connections. It is unclear if there would be much progress without their involvement.

Eco are able to pull in funding for the wider activities of the organisation, however there appears to be no substantial fundraising happening to support the older people's sessions at Grove Centre or the Pepys resource Centre.

The organisation feel that merging is not an option but would be keen to be a part of an asset sharing discussion and need to work on raising their profile within the Grove Park and Evelyn Communities to strengthen the libraries community resilience

Due to mitigating factors being cited around the closure of a building and library manager sickness, with regard meeting target outputs and outcomes and that these figures are rebounding in Q1 of 16-17; being contingent of a detailed review of their monitoring processes and procedures, **it is recommended that Eco receive a pro-rata cut.**

It is recommended that this funding be initially only for 2017/18 while officers work with Eco to review the use of the grant and the future of the current library buildings that Eco manage.



Main Grants 2017-18 report

Name of organisation	Entelechy Arts
Date of meeting	8 September 2016
Names and positions of attendees	Theresa Veith – Executive Director, Entelechy Arts David Slater – Artistic Director, Entelechy Arts Andy Thomas - Cultural Development Manager, London Borough of Lewisham Nancy Stridgen - Cultural and Community Development Officer , London Borough of Lewisham

Group Name: Entelechy Arts	Total	Q1	Q2	Q3	Q4
Total funding received 2015-16 <b>Communities that Care funding</b>	30,000	-	10,000	10,000	10,000
Total funding to be received 2016-17 <b>Communities that Care funding</b>	40,000	10,000	10,000	10,000	

Outcomes	<p><b>1. Ambient Jam</b> Increased physical and mental health and well-being for adults with learning disabilities and/or physical and sensory impairments. New contexts for development of social networks. Opportunity to connect and engage with members of wider community</p> <p><b>2. Meet Me at the Albany</b> Increased physical and mental health and well-being for isolated and vulnerable older adults Skills development. New contexts for expanding individual and group networks. Opportunity to actively contribute to wider life of the community</p> <p><b>3. Creative Elders Development Programme</b> Development of network of older peer mentors and peer motivators Increased physical and mental health and well-being for isolated and vulnerable older adults Skills development. New contexts for expanding individual and group networks. Opportunity to actively contribute to wider life of the community</p> <p><b>4. Outreach Development Programme</b> Seniors Programme. Increased physical and mental health and well-being for isolated and vulnerable older adults skills development. New contexts for expanding individual and group networks. Opportunity to actively contribute to wider life of the community. Lewisham Hospital/Manley Court/ Brymore House/ Deptford Mission outreach and development programme.</p>

Outputs:	<b>5. 21st Century Tea Dance Programme</b> Increased physical and mental health and well-being for adults with learning disabilities and/or physical and sensory impairments. People supported to continue to live active and healthy lives <b>6. Ambient Jam Large scale improvised events</b> Increased physical and mental health and well-being for adults with learning disabilities and/or physical and sensory impairments. People supported to continue to live active and healthy lives <b>7. Volunteer Recruitment and Investment Programme</b>									
	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	Q2	% Achieved TD
1. Ambient Jam (complex and profound disabilities ratio 2:1 support needed) - 25 workshop events over 9 months	25	5	14	28	28	112%	10	14		140%
2. Ambient Jam - 210 attendances over 9 months	210	53	121	290	290	138%	88	94		106%
3. Meet me at the Albany - 74 sessions held over 37 weeks over the 9 months	74	26	50	74	74	100%	26	26		100%
4. Meet me at the Albany - 40 people attending regularly. Av of 30 at each session. 30 x 74 = 2220 attendances	2220	742	1508	2258	2258	102%	780	860		110%
5. Meet me at the Albany - 20 new half day sessions during the period	20	-	8	24	24	120%	13	13		100%
6. Meet me at the Albany - 20 new half day sessions during the period with up to regular 40 attendees av. of 30 at each session 30x 20 = 600 attendances.	600	-	247	700	700	117%	325	331		101%
7. Creative Elders Development Programme - 30x week theatre skills session	30	10	22	33	33	110%	12	11		91%
8. Creative Elders Development Programme - 30x week theatre skills session with 15 people attending regularly. Av of 7 at each session (30x7 older adults in transition)	210	62	142	247	247	118%	84	131		155%

9. Outreach Development Programme - 12x sessions programme working with circus skills, balance and physical resilience (multiple sites) Supported with funding from Gulbenkian. Future work on this strand of activity subject to additional grant funding	12	13	13	13	13	108%	8	11	137%
10. Outreach Development Programme - 12x sessions working with circus skills, balance and physical resilience (multiple sites) 15 people attending regularly. Av of 7 at each session 12 x 10 attendances	84	90	90	90	90	107%	80	140	175%
11. Outreach Development Programme - 10x session programme supporting group contributions and access to 21st Century Tea Dance Programme	10	1	6	27	27	270%	-	-	Not measured in Q1
12. Outreach Development Programme - supporting group contributions and access to 21st Century Tea Dance Programme 200 attendances 10 x 20 older adults in transition	200	13	63	259	259	130%	-	-	Not measured in Q1
13. 21st Century Tea Dance Programme - 2 large scale social/performance events ,320 attendances	320	-	2	325	325	102%	150	141	94%
14. Ambient Jam Large scale improvised events - 2 large scale events ,100 attendances	2	-	-	2	2	100%	-	-	
15. Volunteer Recruitment and Investment Programme - 35 volunteers	35	20	34	54	54	154%	11	19	172%
16. Volunteer Recruitment and Investment Programme 1050 attendances	1050	294	388	1112	1112	106%	350	430	123%

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

All outputs have been reached or overachieved. Entelechy Arts (EA) are predicted to meet or overachieve outputs in 2016/17.

48 older people regularly participate for 5 hours every Tuesday at the Albany, with an extra 18 now participating in the break off activities.

325 older people attended the 21<sup>st</sup> Centre Tea Dance events over the 9 month period.

60 older people in sheltered accommodation participated over the period.

45 older people participated in the Creative Elders programme.

### **Impact and Reach – people with complex and profound disabilities**

17 people with complex and profound disabilities have regularly (fortnightly) participated in 28 sessions during the 9 month period. Note that ratios of facilitators and carers is 2:1 with this client group.

### **Volunteers**

EA have a well-managed volunteer programme and 54 people benefited from volunteering over the 9 month period against a target of 35.

Have you achieved all of the wider outcomes outlined in the initial grant application?

The organisation has achieved outcomes to a high standard.

Ambient Jam Outcome: Increased physical and mental health and well-being for adults with learning disabilities and/or physical and sensory impairments. People supported to continue to live active and healthy lives

Case studies show that participants are impacted greatly by these creative music, movement and sensory sessions as many participants are unable to communicate in traditional ways as they have visual and hearing loss combined with physical disabilities and sometimes learning disabilities. Sessions allow routes for expression and communication and can be the only scheduled activity for some participants that use the service.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

N/A.

What local support/evidence of need can you identify for the work you are undertaking?

The organisation stated that waiting lists for Meet Me at the Albany (MMATA) and Ambient Jam (for people with complex and profound disabilities) demonstrated need.

The organisation stated that there is a lack of provision for people with complex and profound disabilities and that for some people Ambient Jam is the only activity they attend outside the home.

Health inequalities exist for older people in parts of Lewisham including lower than average mortality rates. Entelechy Arts are researching into the effect of participating in a creative activity and tailoring specific activity for older people to increase health and wellbeing outcomes. i.e. falls and stroke recovery.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

The organisation stated that its business model is successful but has no room for efficiencies. EA rent their premises, and hire freelancers for specific projects. The organisation expressed a need to invest rather than contract in size at this time.

What alternative funding streams are you already pursuing?

The organisation is actively pursuing the following grants:

- Entelechy Arts are an Arts Council England National Portfolio organisation (NPO)
- Arts Council England - Celebrate Age Fund
- Arts Council England - Research Fund with Queen Mary University
- Trusts and Foundations
- Jerwood Research Fund
- Big Lottery - Reaching Communities
- Comic Relief – Core Strength Initiative
- Deutsche Bank - Small Grants scheme

These sources of income will not cover a reduction in Lewisham funding as they are project based.

Are there any other funding streams that you can identify that the council can support you to access?

Officers including Public Health will continue to support fundraising bids both for research and project funding in the borough.

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

Entelechy Arts, Heart n Soul and Speaking Up are working together to identify savings by sharing research, resources and information e.g. new pension providers, database systems and sharing volunteers. It was expressed that there are not sufficient savings or benefits to the organisation to merge rather than partner. EA partnered with Heart n Soul at the New Economics conference in February 2016.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

Please see above.

What support might you need to move these suggestions forward?

N/A.

### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

The organisation stated that a 25% cut would result in:

- Reduction of 'Ambient Jam' activity for people with complex and profound disabilities from 12-8 sessions in a block leading to a 4 week break in service.
- Reduction in Meet Me at the Albany choir, this would be fundraised to be replaced.

Have you modelled this cut and developed an action plan for its implementation?

The cut has been modelled and risk assessed. Potential to fundraise and replace project income has been considered as well an equal cut across both areas of delivery; Ambient Jam and work with older people.

### Conclusion

#### Any other comments / areas discussed

##### Meet Me at the Albany

Meet Me at the Albany has grown significantly during the monitoring period and there have been several new activities that take place in new venues outside of the regular programming at the Albany. These include meet me at the Movies and the Meet Me Choir. Funding has been secured to develop 'Meet Me on the Move' (day trips with an artist) and 'Meet me Moving' in care homes including Ladywell Sheltered Housing. There is also a research strand to better evidence the effect of this model on older people and to quantify potential stakeholder health and care providers financial savings.



**Conclusion and recommendation****Outputs and Outcomes**

EA have reached or exceeded all outputs and outcomes in the 2015/16 period and it is predicted that they will exceed also in 2016/17.

It was expressed that a 25% cut in Lewisham funding would result in:

- Reduction of 'Ambient Jam' activity for people with complex and profound disabilities from 12-8 sessions in a block leading to a 4 week break in service.
- Reduction in Meet Me at the Albany choir, this would be fundraised to be replaced.

The cut has been modelled and risk assessed. Potential to fundraise and replace project income has been considered as well an equal cut across both areas of delivery.

Entelechy Arts, Heart n Soul and Speaking Up are working together to identify savings by sharing research, resources and information e.g. new pension providers, database systems and sharing volunteers. It was expressed that there are not sufficient savings or benefits to the organisation to merge rather than partner.

**It is recommended that Entelechy Arts receive a pro-rata cut.**

**Equalities groups disproportionately impacted by recommendations**

Older Adults, Peoples with Disabilities

Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:	X	Sexual orientation:	
Disability:	X	Gender reassignment:	
Religion / Belief:			

**Commentary and potential mitigations:**

Entelechy Arts programmes work with older adults and people with disabilities. The organisation is seeking to fundraise to replace cuts in funding. Officers will work with the organisation to mitigate against the impact of a pro-rata cut.

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## Main Grants 2017-18 report

<b>Name of organisation</b>	<b>Evelyn 190</b>
<b>Date of meeting</b>	<b>30<sup>th</sup> August 2016</b>
<b>Names and positions of attendees</b>	<b>Kingsley Perera, Treasurer Elona Elliott, Director Audrey Hart, Finance Administrative Manager Winston Castello, Community Enterprise Manager</b>

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Total funding received 2015-16	£155,000	N/A	£51,666. 66	£51,666. 66	£51,666.66
Total funding to be received 2016-17	<b>£206,666 .67</b>	£51,666. 66	£51,666. 66	£51,666. 66	£51,666.66

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>					
Total funding received 2015-16	£155,000	N/A	£51,666. 66	£51,666. 66	£51,666.66					
Total funding to be received 2016-17	<b>£206,666 .67</b>	£51,666. 66	£51,666. 66	£51,666. 66	£51,666.66					
<b>Outcomes</b>	<b>Support</b>									
	1. Increase financial benefits to users; reduction of poverty and social exclusion 2. Preventing homelessness 3. Prevents unfair dismissal and discrimination at Work 4. Reduction in social exclusion and deprivation and increase learning skills and self-development 5. Internal & external training, self-development and employment opportunities									
<b>Outputs:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	<b>2015-16 Total</b>	<b>% Achieved</b>	2016- 17 Target	2016-17 Q1	Q2	<b>TD %</b>
Users 8100 seen at the Centre, Telephone, Preventing homelessness	8,100	2,500	2,600	2,600	<b>7,700</b>	<b>95%</b>	10,800	1823		<b>17%</b>

advice, Home visits, appeals, representations and Outreach										
Users 620 will be from Outreach Services	620	216	218	205	<b>639</b>	<b>103%</b>	150	18		<b>12%</b>
Will undertake Home visits where reduction in social exclusion and deprivation and increase learning skills and self development Internal & external training, self development and employment opportunities, appropriate	No numeric outputs									
An average of 630 will be Tribunals, Appeals and Court Representations	630	221	221	220	<b>662</b>	<b>105%</b>	630	8		<b>1%</b>

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

The organisation has achieved at least 90% for all of its outputs for 2015-16. For users seen at centre or provided with telephone advice, against a target of 8,100, 7,700 users were seen or spoken to.

The organisation aimed to provide support and representation to 630 individuals and achieved 662.

Have you achieved all of the wider outcomes outlined in the initial grant application?

The wider outcomes that the organisation sought to achieve include increased financial benefits to users, preventing homelessness, preventing unfair dismissal and discrimination at work, and a reduction in social exclusion. The organisation's advice work supports these broader outcomes and sets financial benefits targets for the work it undertakes.

Those accessing the organisation's services are drawn from the north of the borough. However, it should be noted that the organisation receives a number of referrals from other advice organisations for its employment and housing advice services. The most common postcodes where individuals live are SE8, SE6, SE14 and SE23. For 14/15, the organisation generated £433,000 income for clients, with the largest amount - £276,000 – being related to welfare benefits.

The organisation believes that the work it is undertaking is significantly contributing to increasing the security of service users and reducing poverty.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

Although the organisation achieved except one of its targets, it should be noted that there has been a significant reduction in its employment support work due to the change in employment tribunal rules whereby individuals have to place a deposit in advance of lodging a tribunal appeal. This has resulted in an estimated 70% reduction in clients using this service.

What local support/evidence of need can you identify for the work you are undertaking?

The organisation states that demand for its service remains strong and it receives referrals from other advice providers in the borough. This is because Evelyn 190 specialises in representing individuals at tribunals and appeals.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

The organisation is part of the Lewisham advice review which aims to re-design the borough's advice service. It plans to play a significant role in the future service. This is likely to require the organisation to review its current structure and range of services.

What alternative funding streams are you already pursuing?

The organisation is working with Advice Lewisham to develop a funding proposal to City Bridge Trust to support some of its existing areas of work.

Are there any other funding streams that you can identify that the council can support you to access?

No other areas of funding have been identified by the organisation at this stage. However, the organisation has indicated a willingness to work with other organisations to provide a shared financial service.

## 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

The organisation is currently seeking to relocate to new premises and is planning to pursue discussions with other agencies, particularly those based in North Lewisham, with a view to sharing services and a common base.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

The above arrangements would support savings made through sharing of resources.

What support might you need to move these suggestions forward?

The organisation plans to continue its work as part of Advice Lewisham and believes that the partnership framework this offers provides them with the assistance they require to move initiatives forward. The organisation would also be interested in exploring the potential use of Lewisham premises.

#### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

Evelyn 190 believes that a cut of 25% would be likely to result in a reduction in staff hours or possibly the range of services offered by the organisation.

The modelling of any reduction will need to be done as part of the Advice Lewisham partnership as this will be the single delivery vehicle for advice provision in Lewisham via a range of delivery mechanisms including a Free phone line as the main service entry and triage point.

Have you modelled this cut and developed an action plan for its implementation?

The organisation has not modelled the cut at this stage.

#### Conclusion

**Any other comments / areas discussed**

N/A

**Conclusion and recommendation**

The organisation will be working as part of the advice review and will be contributing to the common gateway for clients.

**A pro rata reduction is recommended.** This recommendation is conditional on the full involvement of Evelyn 190 in the review and the organisation's commitment to jointly plan and deliver advice provision across the borough.

Equalities groups disproportionately impacted by recommendations

Ethnicity:	X	Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:			

Equalities groups disproportionately impacted by recommendations
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Commentary and potential mitigations:
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<p>The organisation has a high proportion of non-white British users, who would be adversely affected by the reduction in funding. The impact of this will be mitigated by the planned advice service changes which will provide better planning for service users and improved referral arrangements between the existing advice providers.</p>
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## Main Grants 2017-18 report

<b>Name of organisation</b>	<b>Goldsmith's Community Association</b>
<b>Date of meeting</b>	<b>16 September 2016 &amp; 5 October 2016</b>
<b>Names and positions of attendees</b>	<p><b>16 September 2016</b></p> <ul style="list-style-type: none"> <li>- Liz Wood (Chair)</li> <li>- Sue East (Treasurer)</li> <li>- Petra Marshall (LBL Community Resources Manager)</li> <li>- Ali Williams (LBL Development Officer)</li> </ul> <p><b>5 October 2016</b></p> <ul style="list-style-type: none"> <li>- Sue East (Treasurer)</li> <li>- Charles James (Secretary)</li> <li>- Petra Marshall (LBL Community Resources Manager)</li> <li>- James Lee (LBL Head of Culture and Community Development)</li> <li>- Ali Williams (LBL Development Officer)</li> </ul>

	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
<b>Total funding received 2015-16</b>	£18,000	N/A	£6,000	£6,000	£6,000
<b>Total funding to be received 2016-17</b>	£24,000	£6,000	£6,000	£6,000	

<b>Outcomes</b>	
	<b>1.</b> Whitefoot residents fully enabled to become more involved in the development and delivery of community events and activities. Build on successful community events e.g. Bazaar, Summer Festival, Table Sales, pop-up cinema, Bonfire party, roller disco, Black History Month, plus open access dance school, Tamil group, church and theatre group productions and events reaching across communities.
	<b>2.</b> Lunch club for elderly residents extended towards target of becoming 'Centre of Excellence' for elder residents.
	<b>3.</b> Whitefoot residents fully informed about events and activities at their community centre
	<b>4.</b> Provision for 8-16 year olds that engages, educates entertains and inspires young people to develop and explore positive outcomes
	<b>5.</b> Whitefoot Ward residents will have extensive opportunities to participate in a diverse range of activities which improve their physical and mental health and well-being and encourage engagement with local community.

	<b>6. Plan and provide a programme of community events to facilitate community cohesion and address Assembly priorities. Reduced crime and anti-social behaviour as a result of increased self-esteem and community spirit.</b>								
	<b>Special conditions</b>								
	<b>1. More focus on outreach work via the links with the Whitefoot Assembly</b>								
	<b>2. Must work as part of the Community Development Consortium with other Neighbourhood funded Groups and other stakeholders.</b>								
<b>Outputs:</b>	<b>2015-16 Target</b>	<b>Q2 2015-16</b>	<b>Q3 2015-16</b>	<b>Q4 2015-16</b>	<b>2015-16 Total</b>	<b>% Achieved</b>	<b>2016-17 Target</b>	<b>Q1 2016-17</b>	<b>% achieved TD</b>
Invitation to survey respondents to join Community Organisational group and/or organising groups for specific events. A minimum of 6 community events per annum planned by a steering group that is representative of local residents	Development of community organisational group  6 community events	Recruitment of Whitefoot resident chef as volunteer.  3 community events	Formation of Goldsmiths Foot Soldiers (GFS)  4 community events	Key Foot Soldiers set up and organised Community Café  3 community events  Foot soldiers achieved redecoration of café, links with Good Gym & St John's.	<b>10 community events</b>	<b>167%</b>	Development of community organisational group  8 community events	X 5 community events	<b>250%</b>
Community 'at' Goldsmiths to determine priorities for development.  Identify and implement strategies for self-funding - fundraising, sponsorship. Ongoing Lunch club programme of activities (beyond initial grant period to October 2015) to be extended to twice weekly from October 2015.	Strategies implemented for self-funding  56 lunch clubs  Christmas celebration event	Lunch club returned to GCC 07/09/15 after period at Wesley Halls.  Fundraising and member contributions raised to fund continued delivery.	Lunch club established. Plans to extend to x2 meetings per week delayed by temporary closure.  Christmas event planned and funded through local table sales and other fundraising events	Successful bid to Positive Ageing. Funding confirmed for formation of Thursday group with focus on gardening and active lifestyles - to start early summer (following closure for asbestos removal).	<b>36 lunch clubs</b>  <b>Christmas event delivered.</b>  <b>1 successful funding bid.</b>	<b>64%</b>	Strategies implemented for self-funding  70 lunch clubs  Christmas celebration event	Thursday lunch club established - light lunch and gardening for active elders.  Transition of management provision to LCC ongoing.	<b>69%</b>

Christmas celebration event planned and fund-raised by steering group									
<p>Development of website to promote the community centre. Groups able to include details and links to promote their groups. Website used for publication of quarterly news updates on centre developments.</p> <p>Secure free/low training event for staff/trustees, extend invitation to partners.</p> <p>Social media presence to promote events and encourage community involvement.</p>	<p>Website developed and used for quarterly news updates</p> <p>Training events secured.</p> <p>Social media used</p>	<p>Community activities promoted via website and both Facebook and Twitter (210 followers).</p> <p>News page on website used to update on partial reopening and advertise returning groups.</p>	<p>Community activities promoted via social media. Updates and links to user groups added to website.</p> <p>Contacts on Twitter (278 followers) extended to include key local groups.</p>	<p>Pilot online booking system. Improved systems and increased transparency.</p> <p>Increased use of Facebook and Twitter (322 followers &amp; 542 tweets)</p> <p>Advice for launch of crowdfunding Jan-16.</p>	<p><b>Website developed quarterly news produced</b></p> <p><b>Training for staff/trustees not secured</b></p> <p><b>Social media used.</b></p>	<b>66%</b>	<p>Website developed and used for quarterly news updates</p> <p>Training events secured.</p> <p>Social media used</p>	<p>Website regularly updated with news supported by embedded Twitter feed.</p> <p>Update from Trustees distributed with Foot Soldiers</p>	<b>Completed</b>
<p>Identify and approach a minimum of six appropriate corporate sponsors for projects or events</p> <p>Identify and secure pro bono training/support for staff/trustees - at least one event per annum.</p> <p>2x bids for capital works.</p> <p>Develop a benefits scheme with privileged membership for Whitefoot residents (and low income families) to offer chargeable</p>	<p>Min of 6 corporate sponsors to be approached</p> <p>X1 event for staff and trustees</p> <p>X2 bids to capital works</p> <p>Develop a benefits scheme for Whitefoot residents</p>	<p>£1000 pledge from local business for capital works.</p> <p>Steering group working on Business Plan to use as leverage Veolia funding and other.</p> <p>Goldsmiths company approached for further support</p>	<p>Launch of crowdfunding campaign at AGM used as opportunity to publically accept £1000 donation from The Scale Factory.</p> <p>Significant progress in formation of Business Plan.</p>	<p>Business plan completed and shared.</p> <p>Support of local businesses for quiz night.</p> <p>Voluntary support in roles</p> <p>Successful bid to Whitefoot Ward - benefits scheme for Whitefoot residents</p>	<p><b>2 Corporate sponsors Support from local business for quiz night</b></p> <p><b>0 staff / trustee event</b></p> <p><b>Business Plan completed</b></p> <p><b>Support from x1 local business re. capital works</b></p>	<b>50%</b>	<p>Min of 8 corporate sponsors to be approached</p> <p>X1 event for staff and trustees</p> <p>X2 bids to capital works</p> <p>Develop a benefits scheme for Whitefoot residents</p>	<p>Lloyd's bank volunteers day June 2016</p> <p>Pro Bono support for trustees secured through VAL for x1 Away Day + X1 follow-up meeting.</p> <p>Regular support from Good Gym decoration and gardening.</p>	<b>Successful 1<sup>st</sup> quarter need to see at least x1 bid for capital works in next quarter</b>

services at significant discount for target groups.		Free support and advice from lawyer, CJ Law.		Potential partnership with Lewisham Music Service explored.  Links with Teachsport and Abbotshall HLC developed	<b>Successful bid to Assembly Fund</b>  <b>Whitefoot residents benefit scheme developed</b>			Benefits scheme introduced.	
Investigate options for Pre-School and before/after school care plus Wrap-around school care.  At least two Family Learning sessions per week providing parent only and parent/child activities	Two Family Learning sessions per week – 72 sessions	Initiated process to tender for pre-school provision, breakfast and after-school club.  Weekly family music session for under 5's.  Family cook and eat started Oct '15.  Weekly family and under 5 provision (Forest School) identified	Weekly family music session for under 5's.  Family cook and eat started Oct '15.  Preferred provider for Breakfast and After-School provision identified and invited to start.  Preferred provider for pre-school nursery identified	Weekly family music session for under 5's.  Family cook and eat  Pre-school provider appointed, start spring 2016  Breakfast club provider fell through, looking for alternative provision.  Weekly family and under 5 provision (Forest School)  Demand for weekly drop-in playgroup identified.	<b>Weekly family music session for under 5's delivered.</b>  <b>Weekly Family Cook &amp; Eat</b>  <b>Weekly family Forest School</b>  <b>Options investigated for pre-school and after school care.</b>	<b>100%</b>	Two Family Learning sessions per week – 90 sessions	Preschool agreed to start July 2016, service begin Sep 2016.  T&T breakfast and after-school logistics agreed, target start Sept 2016  12 parent toddler music group  12 childminder support group  12 Forest School	<b>160%</b>
2 ICT classes/clubs for under residents per week	X2 classes per week - 72 classes	Unable to host at Goldsmiths due to roof	1 class per week taking place at St. Luke's	1 class per week taking place at St. Luke's	<b>1 class per week taking place at St. Luke's in Q3</b>	<b>33%</b>	X2.5 classes per week - 90 classes	Wi-Fi installed in GCC, discussions started for	<b>18%</b>

		leak in IT Suite – Project moved to St. Luke's Church			<b>and 4 (24 classes)</b>			planned return in Q2. Total = 4	
1 ballet session/week	1 ballet session/week - 39 classes	Goldsmiths Academy of Dance re-established at centre Sep 15 following period at St Mark's and St Luke's  Line dance unable to return – adults Irish dancing Sep 15 ~	As quarter 2 plus new group providing ballroom dancing for adults one evening per week.	As quarter 3 plus new ballet for adults dance and exercise class one evening per week.	<b>No Adult Line Dancing – instead Irish/ballroom and ballet dancing for adults</b>	<b>100%</b>	1 ballet session/week - 48 classes	X2 classes on X2 evenings per week.  X1 Ballroom dancing for adults X1 evening per week.  Total = 20 in Q1.	<b>167%</b>
Weekly drama groups by GLYPT and Goldsmiths Theatre	X1 per week - 39 classes	Goldsmiths Theatre company disbanded.  GLYPT unable to Return immediately.  X3 weekly drama/musical theatre sessions	X3 weekly drama/musical theatre sessions  Pantomime production prepared for January 2016.	X3 weekly drama/musical theatre sessions  X3 Pantomime performances January 2016.	<b>X3 weekly drama/music sessions per week – 108 classes</b>	<b>300%</b>	X1 per week - 49 classes	X3 weekly drama/musical theatre sessions	<b>300%</b>
Minimum of 6 sports sessions for children and adults per week - judo, karate, boxing, kick-boxing cricket, football, basketball, Insanity (fitness),	234 sports sessions and 36 health sessions –  Total 270 sessions	Millwall weekly youth sports session.  Cricket for change - youth cricket.  Judo from Sept '15.	Millwall weekly youth sports session.  Judo group  Insufficient space available to	Millwall weekly youth sports session  Potential links with Teachsport to expand provision once gym available.	<b>72 sports sessions; no health sessions.</b>  <b>Reduced delivery due to full and part closure of premises.</b>	<b>27%</b>	292.5 sports sessions and 45 health sessions	Funding for Millwall provision reinstated in June 2016. Need to re-establish links with local youth to	<b>0%</b>

Weekly Health sessions - yoga, homeopathy, nutrition		Insufficient space to host additional sessions.	host additional sessions.					rebuild participation.  Links with Teachsport (Abbotshall HLC) initiated.	
Work in partnership with DNP & DmN to explore and embed programme of health and nutrition	Work in partnership with DNP & DmN to explore and embed programme of health and nutrition	DmN started Cook and Eat Oct '15  Collaboration with DNP - delivery of healthy options at lunch club	DmN Cook and Eat supper club 1 session per week.  Mentoring from DNP for volunteers re. Silver Lunch Club.	DmN Cook and Eat supper club 1 session per week.  Invitation to work in partnership with DNP as part of Phoenix Festival May '16.	<b>On-going partnership with DNP and DmN</b>	<b>Completed</b>	Work in partnership with DNP & DmN to explore and embed programme of health and nutrition	Ongoing work.	<b>Completed</b>
Affordable hall hire for local residents - 12x hall hire per quarter	X 12 per quarter affordable hall hires for local residents  36 hires	Hire not currently achievable due to restricted electrics and general H&S concerns.	Hall hire still not possible  Hire to DTA for Christmas event December 2015.	Online bookings process set up  Limited availability for hall hire - six events. Accepted bookings for remainder of year.	<b>Hall hire hampered due to full and part closure of premises – limited hire achieved.</b>	<b>Not achieved.</b>	X 12 per quarter affordable hall hires for local residents  45 hires	London Mayoral election/EU referendum. Polling station opportunity to engage with community, informal needs survey conducted. Approx. 10 private hall hires.	<b>88%</b>

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

Goldsmiths Community Association (GCA) have met or exceeded 5 out of 11 of their outputs for 2015/16 and 8 out of 11 in 2016/17. This is due to mitigating circumstances which are outlined below.

Have you achieved all of the wider outcomes outlined in the initial grant application?

A representative of GCA joined the Whitefoot assembly coordinating group in July 2015 with a view to working more closely with the assembly and tailoring GCA activities to meet identified assembly priorities which to some extent satisfied some of the broader requirements of the funding stream.

Whilst GCA have met some of their outputs they are all inward facing centre activities and not the community development across the ward that the council expected from this strand of funding.

In recent months GCA have met with Grove Park Community Group and Barbara Gray of the Corbett Estate Neighbourhood Forum so that GCA could discuss and better understand both group's outputs with regards to outreach work being undertaken in Grove Park and Catford South and to determine what possibilities there are to share resources.

It has been agreed that now that the building has reopened Goldsmith's can focus on the outward facing Community Development work that they are funded to deliver.

If no to either of the above:

- What are the mitigating factors?
- What plans are in place for improving performance?
- What progress has been made against actions agreed with your Development Officer?

Goldsmith's Community Centre was closed to public use from April to September 2015 due to the discovery of asbestos in various sites throughout the Centre. Before its closure the centre housed a wide range of users including a pre-school, children's centre services, sport and dance classes, adult education classes, activities for the elderly and faith and cultural groups.

Over 30 organisations had used the Centre on a regular basis over the 2-3 years preceding April 2015. In October 2014 the Treasurer reported on an increased forecast income for 2014-15 and in early 2015 a new centre manager was appointed. Following a survey of local needs undertaken at the end of 2014, the new centre manager was poised to develop and extend the work of the Association and deliver the wider outcomes of community development.

90% of survey respondents recognised the centre as a community asset – many said its existence was vital to community cohesion in that part of the ward. Goldsmith's Community Centre is the only community based centre in the Whitefoot ward.

The optimistic projections in October 2014 were put on hold when asbestos was discovered in December 2014. From December 2014 – March 2015 there was reduced availability of the building and at the end of March 2015, the building closed completely. The decision of the Trustees to completely close the centre was informed by the realisation that without the income through hire, the Association's reserves were insufficient to support the continued employment of staff and running costs. Trustees faced the prospect of insolvency. As a result, all staff were presented with redundancy and non-essential services were cancelled. The doors were closed but by avoiding insolvency the Association survived.

Trustees, responsible for the management of the Centre (Goldsmiths Community Association – GCA) worked with local councillors and partners such as Phoenix Community Housing and the London Borough of Lewisham (LBL) to plan for the future of the Centre.

A Steering Group was formed which was chaired and supported by local ward councillors, with input from residents and people operating businesses in the area. The aim of the Steering Group was to support the Board of Trustees in carrying out its duties responsibly, and to ensure that GCA had a clear, strategic direction for development as a community asset and for long-term sustainability.

A condition survey, commissioned by LBL in May 2015 confirmed the viability of the building but also identified significant areas of essential maintenance and refurbishment. The essential works were completed (partially funded through S106 money awarded from Whitefoot Assembly) and in September 2015 the centre was able to open some of the previously closed areas. In September 2016 the Centre fully re-opened.

Since Goldsmiths Centre closed the efforts of the board and sole worker have been on building works and getting the building open and functioning again. It will be end March 2017 before GCA are in a financial position to be able to employ a community development worker.

Whilst the building was closed or partially closed GCA continued to deliver their outputs where possible; utilising other venues close by, working in partnership with other organisations; and since re-opening have worked hard to restore the association's activities back to normal.

What local support/evidence of need can you identify for the work you are undertaking?

At the end of 2014 GCA conducted a wide-reaching survey of local need which went out to over 100 individuals and community groups within the ward plus subsequent surveys for example one conducted during the 2015 general election. GCC was used as a polling station and volunteers took the opportunity to ask those coming to vote and willing to participate what they would like to see developed.

GCA have a very good understanding of local need. Whitefoot has a higher than average 0-19 year old and + 65 year old population, and as such GCA planned a programme of



work to meet the needs of young and elder people via intergenerational projects and community events.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

No significant savings proposals were identified at this stage.

What alternative funding streams are you already pursuing?

Crowd Funding via 'My Donate' to help with the capital costs required for the building.

LBL Officers will work with Goldsmith's to identify other funding streams to apply to.

Revenue from hire of the building continues to be Goldsmith's main source of revenue.

Are there any other funding streams that you can identify that the council can support you to access?

Assembly funds for individual projects to take place at the Centre.

## 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

Meetings have been held with Abbotshall Road Healthy Lifestyle Centre, Grove Park Community Group and Corbett Estate Neighbourhood Forum. Strong links have been forged with The Food Project, Ageing Well and Community Connections and there is a possibility of co-delivering activities and sharing resources with all these groups.

Whilst the community centre was closed GCA built upon their strong relationships to share resources and continue to deliver their outputs where possible; for example moving some of their activities to other venues.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

As above.

What support might you need to move these suggestions forward?

Officers and GCA identified the benefit of sharing good practice from other organisations funded under the neighbourhood theme; and this will support GCA going forward in 2017/18 to fully develop and deliver the wider community development ethos of the grant funding. Officers will work with GCA to enable this to happen.

#### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

GCA, had it not been for the discovery of asbestos, were all set to renovate/refurbish the centre using £41k Section 106 money and had just appointed a Centre Manager whose remit was to undertake community development work.

Due to the discovery of the asbestos and the subsequent financial crisis which came about as a result of costs incurred in containing and removing the asbestos (total cost £79k) the newly appointed Centre Manager had to be made redundant. The Section 106 money then had to be used on containing/removing the asbestos along with any other income GCA were able to generate (mostly via rental income) which was greatly reduced due to the part and full closure of the centre.

As well as the cost of dealing with the asbestos a lot of time and effort went into managing the crisis. All things considered, GCA managed to reach a lot of the outputs as laid out in their quarterly monitoring document. It is likely they would have met 90% of the projected outputs had it not been for the mitigating factors.

From December 2014 – March 2015 there was reduced availability of the building and at the end of March 2015, the building closed completely. As a result, the newly appointed Centre Manager/Outreach Development worker was presented with a redundancy notice and non-essential services were cancelled.

The centre was entirely closed from April 2015 through to end September 2015 when it partially re-opened. Through necessity the centre remained only partially open (aside from April 2016 when it closed to facilitate the removal of the asbestos) until September this year. Whilst the building was closed or partially closed GCA continued to deliver their outputs where possible; utilising other venues close by, working in partnership with other organisations; and since re-opening have worked hard to restore the association's activities back to normal.

Since re-opening all areas of the building GCA's financial position has grown ever-stronger as its main income stream has always been through the hire of premises. Prior to the discovery of asbestos 80% of GCA's income came from rental income. The financial forecast going forward predicts the potential to achieve a surplus by end March 2017. At that point GCA will also be in a position to appoint a community development worker.

From April 2017 GCA will be in a strong position to continue to deliver the many, varied centre based activities alongside community development work from 17/18.

A 25% cut would mean a new community development worker working fewer hours than that originally anticipated with the full grant in 2015. GCA have been pro-active in pursuing partnerships with both the Grove Park Community Group and the Corbett Estate Neighbourhood Forum so there is scope to share resources especially given the three wards, Whitefoot, Grove Park and Catford South all border each other.

Upon appointment of a community development worker a new set of outputs for 2017-18 will need to be negotiated in collaboration with the CDW, council officers and the Ward Assembly.

Have you modelled this cut and developed an action plan for its implementation?

GCA have begun to consider the impact of a cut but have not modelled it.

## Conclusion

### Conclusion and recommendation

**It is recommended that Goldsmith's Community Association receive a pro-rata cut** even though they have not been able to meet all their outputs to date. As mentioned above, there are mitigating factors for this; and officers are confident that from 2017/18 the organisation will be in a strong position to be able to deliver fully against the ethos of the grant theme.

**It is further recommended that grant funding be on the condition that a community development worker be appointed and in post by 1 April 2017.** It is also recommended that a new set of outputs for 2017-18 be developed in collaboration with the community development worker, council officers and the Ward Assembly.

### Equalities groups disproportionately impacted by recommendations

Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:			

### Commentary and potential mitigations:

Goldsmiths Community Association's grant is used for the benefit of all residents in the ward and therefore there are not considered to be any disproportionate impact on any equality groups.

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## Main Grants 2017-18 report

<b>Name of organisation</b>	<b>Greenwich and Lewisham Young People's Theatre</b>
<b>Date of meeting</b>	21 July 2016
<b>Names and positions of attendees</b>	Jeremy James - Artistic Director, Greenwich and Lewisham Young People's Theatre Zoe Bateman - General Manager, Greenwich and Lewisham Young People's Theatre Nancy Stridgen - Community and Cultural Development Officer, London Borough of Lewisham Andy Thomas - Cultural Development Manager, London Borough of Lewisham

<b>Group: Greenwich and Lewisham Young People's Theatre</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Total funding received 2015-16	<b>60,651</b>	-	20,217	20,217	20,217
Total funding to be received 2016-17	<b>80,870</b>	20,217	20,217	20,217	20,217
Outcomes	<ol style="list-style-type: none"> <li>1. Increased participation by young people in regular arts activities that improve creative skills, confidence and other transferable skills, leading to improved health and well-being</li> <li>2. Increased participation by vulnerable young people (including those who are less able to participate due to mental health issues and disabilities) in arts activities that increase creative skills and improve health &amp; wellbeing</li> <li>3. More young people have increased awareness of pathways into the creative industries, improved networks within the sector, and develop talent, creative skills and relevant experience.</li> <li>4. Increased opportunities for more young people to develop creative skills, talent, confidence and communication skills through performance opportunities. Additionally promoting a positive image of young people within the borough.</li> <li>5. More people enjoy being actively engaged in the arts as members of an audience, increasing wellbeing, education and an improved cultural profile within the borough.</li> <li>6a. More young people participating in youth engagement activities (youth council, peer motivating, volunteering) acquiring new skills, developing their 'voice', leadership skills and enjoy making a positive contribution to their community.</li> <li>6b. Participants gain employability skills, which leads to increase employment in arts sector by young people from disadvantages and diverse backgrounds.</li> <li>7. More young people (who may otherwise not engage in the arts) increase creative skills, confidence and wellbeing, leading to more positive engagement in their education and community.</li> <li>8. Supporting and enhancing a dynamic and robust young people's arts sector (through commissioning / creating new productions, and providing development support for Lewisham-based arts organisations and</li> </ol>				

<b>Outputs:</b>	artists, and those looking to provide work in the borough) ensuring that there continue to be a wide range of exciting and high-quality arts opportunities for young people in Lewisham. 9. Widening engagement and increasing access to the arts for all young people in Lewisham, in particular the most disadvantaged and marginalised.									
	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	2016-17 Q2	% Achieved TD
1. Delivery of youth theatre workshop programme (3 groups for ages 5-19, taking place after-school or at weekends in Whitefoot / Bellingham / Downham) 193 workshop sessions annually	162	90	156	186	186	115%	31	26		83%
2. Reaching 360 attendances from Lewisham (80% BME; 10% SEN; 50% from most deprived areas of UK) numbers detailed in report)	360	400	472	501	501	196%	40	34		85%
2a. 80% BME (can be reported annually rather than Quart)	80%	85%	83%	84%	84%	105%	80%	Annual		Annual
2b. 10% SEN (can be reported annually rather than Quart)	10%	4%	27%	17%	17%	170%	10%	Annual		Annual
2c. 50% - superoutput areas (reported annually rather than Quart)	50%	-	-	-	62%	124%	50%	Annual		Annual
3. 15 taster sessions / assemblies in schools feeding into this programme to increase engagement	12	9	9	14	14	117%	3	2		66%
4. Delivery of 130 targeted drama workshop sessions per year - for young people with mental health issues (2 weekly groups), and for those with moderate learning disabilities (1 weekly drama group + 1 theatre company for young adults), plus additional projects with agencies to widen reach within marginalised communities	90	4	44	64	64	71%	40	30		75%

5. Reaching 50 vulnerable young people per year including those with mental health issues and learning disabilities.	40	1	20	46	<b>46</b>	<b>115%</b>	15	21		<b>140%</b>
6. Delivery of workshops with professional artists to develop high-level skills in a range of art forms for ages 16-25 (16 workshop sessions per year)	16	18	25	25	<b>25</b>	<b>156%</b>	4	0		<b>0%</b>
7. Engaging 50 young people per year aged 16-25 in workshops programmes	50	58	86	86	<b>86</b>	<b>169%</b>	12	0		<b>0%</b>
8. 3 industry events per year (including a range of talks and workshops with industry professionals) to provide career advice to 120 young people aged 16-25	2	1	2	2	<b>2</b>	<b>100%</b>	3	Annual		<b>Annual</b>
8a. numbers of young people	80	20	46	46	<b>46</b>	<b>51%</b>	120	Annual		<b>Annual</b>
9. Delivery of a range of bespoke and responsive opportunities for young artists, including career advice, R&D opportunities, shadowing professional artists or taking on specific roles (e.g. Directing) in order to gain experience within the industry (18 per year)	13	32	60	60	<b>60</b>	<b>462%</b>	4	3		<b>75%</b>
10. Engaging 140 young people per year in additional career development opportunities	93	26	52	52	<b>52</b>	<b>56%</b>	35	11		<b>31%</b>
11. 35 performances by young people in youth theatre festivals and other events	23	24	34	29	<b>29</b>	<b>170%</b>	8	11		<b>137%</b>
12. 200 young people performing work they have created	140	256	29	313	<b>313</b>	<b>224%</b>	60	33		<b>55%</b>
13. 1000 audiences per year (peers / families / public) enjoying work created by young people	750	506	1296	1796	<b>1796</b>	<b>239%</b>	250	272		<b>108%</b>
14. Number professional productions touring to venues, schools in	6	4	7	15	<b>15</b>	<b>250%</b>	3	19		<b>633%</b>

Lewisham, or based at the Tramshed and promoted to Lewisham-based families and schools										
15. Number of audiences of high-quality professional arts experiences	560	268	597	843	<b>843</b>	<b>151%</b>	140	188		<b>128%</b>
16. Youth Council (3 meetings per year; 12 participants)	2	0	0	0	<b>0</b>	<b>0%</b>	1	1: 5 YP		<b>100%</b>
17. Focus groups for holidays / other programmes (10 events 20 young people)	7	0	1	3	<b>3</b>	<b>43%</b>	2	2: 14 YP		<b>100%</b>
18. Young people acting as Peer Motivators during holiday workshops and supportive participatory programmes (15 per year)	11	4	6	9	<b>9</b>	<b>82%</b>	3	3		<b>100%</b>
19. Young people taking up volunteering / placement opportunities (1 - 3 month placements; 8 volunteers)	6	3	8	11	<b>11</b>	<b>183%</b>	2	3		<b>150%</b>
20. 80% of volunteers / placements progress into work within arts sector	80%	-	-	86%	<b>86%</b>	<b>108%</b>	80%	Annual		Annual
21. 4 young people given the opportunity to observe GLYPT board and management meetings.	3	<b>1</b>	2	3	<b>3</b>	<b>100%</b>	1	2		<b>200%</b>
22. No workshop sessions in schools / community settings that enrich the curriculum, improve community cohesion, or focus on personal development of disengaged or vulnerable young people	10	<b>11</b>	11	19	<b>19</b>	<b>190%</b>	6	16		<b>266%</b>
23. No young people/ families engaging in school / community-base workshops (*Note not unique individuals)	90	120	120	366	<b>366</b>	<b>407%</b>	45	37		<b>82%</b>
24. Developing / facilitating new partnerships with other arts and community organisations across Lewisham that enhance the quality and	7	4	3	9	<b>9</b>	<b>129%</b>	2	2		<b>100%</b>



range of opportunities on offer (10 new partnerships per year)										
25. R&D opportunities for Lewisham-based artists (2 artists)	2	4	4	4	4	200%	0	0		Annual
26. Creation of new productions / commissions for young people in Lewisham, developed with young people in order to be culturally relevant and engaging (1 new production)	1	1	2	2	2	200%	0	0		Annual
27. Developing new partnerships with community organisations to reach new audiences and marginalised young people, including meetings with community leaders, and referral partners (20 partnerships)	16	3	7	9	9	56%	5	7		140%
28. Offering reduced ticket prices to specific groups of disadvantaged people (40 tickets)	30	0	57	303	303	1010%	10	0		0%
29. Targeted groups free of charge to participants, and ensuring for any core groups with workshop fees to participants are affordable and have the portion to pay concession rate or waive the fee if people are unable to pay (90% of users get free / discounted places)	90%	100%	76%	83%	86%	96%	90%	Annual		Annual
30. Delivering signed performances, and developing other ways to increase access to our work. (2 per year)	2	0	2	2	2	100%	2	Annual		Annual

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

The organisation has performed well against its outputs and outcomes with the exception of a few identified below. There are mitigating factors which are also described below

82% Greenwich and Lewisham Young People's Theatre's (GLYPT) outputs were achieved. Many outputs were substantially over achieved. Note that GLYPT list outputs that are reliant on other sources of funding, see detail below.

### Impact and Reach

41 Young people regularly engage with the subsidised term time high quality youth theatre based at the Green Man in in Downham. Phoenix Housing residents can access the youth theatre at a cost of £1.50 a session (full rate £4).

34 Children and Young People referred from CAMHS are engaging regularly with 'Whatever Makes You Happy' at the Horniman Museum. (free provision). Case studies show this programme allows young people a safe artistic space to increase emotional resilience and improve mental health outcomes.

135 young people attended the high quality and diverse programming in the free summer scheme at Bonus Pastors school in Downham. (Lewisham Youth Service funded).

48 Young people were engaged in the Progression programme to educate on opportunities and progression routes for artists and working in the creative industries. This programme also allows access to work with professional creative artists and companies.

22 separate Lewisham young people were engaged in workshops at the Tramshed in Woolwich.

86% of participants benefit from free or subsidised fees.

Have you achieved all of the wider outcomes outlined in the initial grant application?

All wider outcomes were achieved with exception of the outcome listed below which was not fully realised in 2015/16:

6a. More young people participating in youth engagement activities (youth council, peer motivating, volunteering) acquiring new skills, developing their 'voice', leadership skills and enjoy making a positive contribution to their community.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

**Output 4: Delivery of 90 targeted drama workshop sessions for young people with mental health issues (Achieved 64)** It was advised that this output was low due to no

Lewisham young people with a disability entering the workshops at the Tramshed during quarter 1.

**Output 10: Engaging 93 young people per year in additional career development opportunities. (Achieved 52.)** It was advised that there was a break in activity due to the Arts Council 'Progression' funding cycle break. A further 3 years of funding (99K) for the organisation have been agreed from Arts Council England.

**Output 16: Youth Council 3 meetings per year 12 participants. (No meetings took place)** It was advised that there was a capacity issue during the 9 months. Staffing changes have been made and a new Director of the Youth Theatre has been put into post. The youth consultation will happen in 2016/17. GLYPT is moving away from its Youth Council model to a focus group approach, as requested by young people.

**Output 17: Focus groups for holidays and additional programmes - target 7 events (Achieved 4)**

**Output 18: Young people acting as peer motivators during holiday workshops and participatory programmes (Target 11 – Achieved 9)**  
As Output 16. above capacity issues.

What local support/evidence of need can you identify for the work you are undertaking?

The organisation provided the following evidence of need:

- GLYPT deliver subsidised participatory arts and theatre programs to young people in Downham, Bellingham and Whitefoot, areas of low arts participation.
- High demand for places on the weekly term time programmes and high retention.
- 63% of young people are from designated superoutput area from the 'Index of multiple deprivation'
- 17% of young people have special educational needs.

Programmes work with new arrivals, young people with learning difficulties and disabilities and also recently with young people with mental health issues.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

It was expressed by the organisation that GLYPT has no further capacity to reduce expenditure.

It was communicated that outputs were not reduced after the last funding cut (17%) but there was an increase in the level of fundraising applications. An Executive Director with fundraising skills has recently been appointed.

What alternative funding streams are you already pursuing?

The following funds are being sourced by the organisation, though they would not replace Lewisham funding due to being project based.

- DLR - £10K for the Progression programme for 16-25 years.
- Arts Council England
- Foyle Foundation
- Henry Smith Charitable foundation
- Esme Fairburn

It was stated that GLYPT use the Lewisham Main Grant core funding as leverage for external fundraising.

Are there any other funding streams that you can identify that the council can support you to access?

Officers will support the organisation with signposting to appropriate funding opportunities.

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

The organisation stated that it would be open to mergers with other arts organisations.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

GLYPT gives 3-5 days a year production manager support to Montage Theatre Arts Company. GLYPT partner with the Horniman Museum and CAMHS for the new 'Whatever Makes You Happy' Children and Adolescent Mental Health programme. It was stated that the Horniman's education team involvement has been integral to the quality of the programme.

What support might you need to move these suggestions forward?

N/A

### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

The organisation stated that a 25% cut would result in staffing being reduced by a fifth, and a member of the core team would be made redundant. Also that turnover and outputs could potentially be reduced by a fifth (£137,500) based on opportunities to use LBL funding to raise further funds.

Have you modelled this cut and developed an action plan for its implementation?

As above.

## Conclusion

<b>Any other comments / areas discussed</b>		
<p><b>Wider Community</b>          GLYPT has been awarded the contract to work with local communities in the Bellingham and Downham areas on a community play in the lead up to the opening of the Fellowship Inn in 2017. This will increase their reach in the south of the borough where arts participation is lower than other areas, and they will be working across all age groups.</p> <p><b>Progression and Employment</b>          GLYPT has secured £99K of funding for the next 3 years to work on the Progression programme across London. This will benefit Lewisham young people as specific Lewisham provision will be included in this programme on access to the cultural industries.</p> <p><b>Children's Mental Health</b>          GLYPT have recently partnered with the Horniman Museum for a new provision to children and young people (8-14) referred by CAMHS in the 'Whatever Makes you Happy' programme. This has been a successful start to the programme and £90K of external funding has been achieved to compliment the Main Grant funding.</p> <p><b>External Funding</b>          It was expressed that GLYPT have an 80% success rate with funding applications and turnover has increased to a predicted £550K for 2016/17.</p>		
<b>Conclusion and recommendation</b>		
<p>82% of outputs were achieved in 2015/16 but there were strong mitigating factors. It is considered that all wider outcomes were achieved with exception of the outcome identified earlier in the report.</p> <p>GLYPT has had a strong year with new partners and successful bids for new work in Lewisham.</p> <p><b>It is recommended that Greenwich and Lewisham Young People's Theatre receive a pro rata cut.</b></p> <p><b>During this monitoring and evaluation process it has become apparent that there is a lack of parity in levels of funding provided to different organisations for similar services that are being provided. Officers will be undertaking a review of grants awarded to organisations that provide similar activities around youth theatre and performing arts and expect to report back to Mayor and Cabinet in June 2017 with further recommendations.</b></p>		
Equalities groups disproportionately impacted by recommendations		
Children and Young People, Disabilities, Ethnicity		
Ethnicity:	X	Pregnancy / Maternity:

Equalities groups disproportionately impacted by recommendations			
Gender:		Marriage & Civil Partnerships:	
Age:	X	Sexual orientation:	
Disability:	X	Gender reassignment:	
Religion / Belief:			
Commentary and potential mitigations:			
<p>Greenwich and Lewisham Young People's Theatre programming is for Children and Young People and includes specific programming for Children referred by CAMHS. 17% of young people accessing the mixed provision have Special Educational Needs and 84% are BAME. There are currently no clear ways that the impact of the cuts can be mitigated Officers will work with the organisation to explore ways in which this can be done.</p>			

## Main Grants 2017-18 report

<b>Name of organisation</b>	<b>Grove Centre (GC)</b>
<b>Date of meeting</b>	<b>7<sup>th</sup> September 2016</b>
<b>Names and positions of attendees</b>	<b>Ian Warren – Chair of Trustees, GC Rev. Louise Polhill – Trustee, GC David Williams – Coordinator/Centre Manager, GC Lucy Formolli - Cultural Development Officer , LBL James Lee – Head of Culture and Community Development, LBL</b>

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Total funding received 2015-16	<b>£14,625</b>	N/A	£4,875	£4,875	£4,875
Total funding to be received 2016-17	<b>£19,500</b>	£4,875	£4,875	£4,875	

<b>Outcomes</b>	<b>Support</b>
	Provision of a daily coffee bar and Lunch service providing adults with an affordable and healthy meal each day. Providing opportunities for vulnerable and lonely people to meet and enjoy companionship and remove feelings of isolation.
	Delivery of a balanced, affordable meal in a friendly welcoming environment to meet the needs of the client base.
	Provide a special summer and Christmas meal with entertainment and run one outing/event per year
	Provide increased opportunities for people to meet and socialise
	Enable partnership opportunities with Ageing Well in Lewisham for a range of activities meeting local needs, VAL, SLAM and local groups and clubs Open to meet new and yet-to-be-expressed demands
	To provide adults with a range of activities / groups that can engage and provide opportunities to remain healthy and active.
	Networking with clubs, groups and other voluntary and statutory agencies
	Continue to be supportive of existing groups to assist in promoting and developing their activities

	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	2016-17 Q2	% Achieved TD
<b>Outputs:</b>										
Growing the weekly average by 5% up to 90 people per week attending Lunch Club and receiving a healthy meal	90 PW av 4320 lunches PA	85PW	89.5PW	92 PW 4416 lunches ave PA	<b>92 PW</b>	<b>102%</b>	<b>85 PW 4080 Lunches Ave PA</b>	73 PW	N/A	<b>85%</b>
Results from surveys on how the food served meets customer expectations and value for money. To achieve 80% satisfied and above.	80% satisfaction	80% satisfied	85% Satisfied	86% Satisfied	<b>86% Satisfied</b>	<b>108%</b>	80% satisfaction	90% (April)	N/A	<b>112%</b>
Increase clubs/groups for vulnerable elderly people by one group providing 1 session per week, which engage and work to keep older adults active and healthy.	5 Groups, currently 4	4	<b>5</b> monthly cinema group added	5	<b>4 groups one club</b>	<b>100%</b>	1	0	N/A	<b>0% - GC are currently in discussion to accommodate elder women's group from Q3 and Deaf Group</b>
Increasing the numbers attending the organised 12 hours per month of social activities linked to Lunch Club (Ave 18 PD)	<b>9</b> unique users	2	<b>3</b> (plus 8 unique users through additional social activities	<b>3</b> successful open day individual numbers not recorded	<b>16</b>	<b>177%</b>	<b>12</b> unique users	1	N/A	<b>8%</b>



## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

All target outputs have been fully delivered with a number exceeding 100%.

The group is working to include another group supporting vulnerable people but can only manage one as the hall is at capacity. LBL officers were shown evidence of the guaranteed bookings list and this is secular and extremely varied regarding activity and age range.

GC is in talks with a Deaf Action group and Turkish Elders organisation to provide sessions each week. However, the GC is not able to deliver further sessions until proposed building development is undertaken.

GC delivered a standing room only Christmas lunch that was well attended and received very positive feedback and also held a special event for the Queens 90<sup>th</sup> birthday bringing all age groups together and generating new users for the lunch service.

GC is working with external partners such as Ageing Well, Community Connections and the Positive Ageing Council and also work with other local venues, passing on information of bookings they might not be able to fill due to capacity.

GC has achieved over 86% satisfaction for the quality of the food delivered. This success in the satisfaction of their members has caused some reluctance to look into 'FareShare' as there is a fear this may dilute the quality of their menus

Have you achieved all of the wider outcomes outlined in the initial grant application?

As well as filling the centre space with a diverse range of activities and sessions to current capacity, which GC have done exceptionally well and are always open to develop their offer to the most in need. GC recently worked with an organisations to deliver sessions for separated foster siblings.

GC have not let the sensible desire for commercial lets to undermine their values of providing to the most in need and have a rental pricing structure to deliver on this core value system. Charging full rental for commercial lets and parties, weddings etc. Reduced rates for social, not for profit projects such as the AA Step Tuesday, and providing space for free for groups such as Ageing Well in Lewisham to deliver craft, singing and befriending sessions for older vulnerable people.

GC will not be likely to diminish their care/ethos approach to their pricing structure, even with an increased space capacity. Their will to support social and care driven groups is fulfilling a service need, as is their ability to fill other space with full fee paying rentals. They do not let commercial lets interfere with social projects, nor do they focus on social projects to the cost of being financially secure through commercial lets.

If no to either of the above:

- what are the mitigating factors?

- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

**N/A Targets have been met in full**

**Plans for improving performance:** GC believe there is the capacity to potentially build on the numbers attending the lunch service each day – and feel that Ageing Well have not facilitated their members attending groups to stay on for lunch as well as they can. With the help of the Lead Officer they will look to work closer with Ageing Well to ensure that group better links up and helps their members take advantage of the healthy lunch available.

There are significant plans for maximising the space at the centre through capital works – discussed in later section.

Lead Officer has pursued the value of FareShare to the organisations as a way of greatly reducing costs of lunches, there is some reluctance but the Chair is open to researching and speaking with other organisations to find out more

**Progress made:** GC have already delivered extra value by providing space and coffee/tea for attendees to come before lunch to socialise and have also added a bingo session which is very popular for those attending lunch and or coffee to enhance the opportunity for older people to socialise together.

**What local support/evidence of need can you identify for the work you are undertaking?**

The Grove Centre and Grove Centre Church has a great advantage in understanding its local context and its needs, as its members predominantly live within a short distance of the Centre, and therefore understand the needs of the community. As a result, several projects have come out of the Grove identifying a need and responding, and most of these have graduated to become independent entities.

Concern about an increasingly ageing and isolated population was the catalyst for the Grove’s Lunch service, which has continued responding to local need for forty years. Over the years it has evolved and adapted to enable a wider number of people to access the service (e.g. better access for the mobility impaired), and the expansion of the number of activities and social opportunities attached to the lunches, often in partnership with other organisations demonstrates the continuing need for joined up services for the vulnerable and older population.

There are 4,557 people over 65 living in Sydenham, Forest Hill, Perry Vale, 1825 of whom live alone and are especially vulnerable to isolation and in need of support to remain active and independent.

**2. Negotiate reductions and seek alternative funding streams**

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

The Grove Centre, in partnership with the Grove Church is looking to make a significant capital investment in the next 3 years. The proposal has been submitted to join up the 3 buildings to make one super building which would dramatically increase capacity for rentals, office space and accessibility (the centre itself recently went through accessibility changes but the listed Georgian hose building is only accessible via a stair lift. They have in principle agreement from planners on this.

The cost is estimated at £575,000 - they have £200,000 ring-fenced for this already. GC has an ambitious plan to have the funding in place within 2 years and works completed within 3 - however there is some experience on the board and with the coordinator, they have managed projects such as this in the past and are confident they can achieve this.

There will be knock on effect on targets as the centre would obviously need to undergo a closure for some time for the works to happen, however the outcome would be a far improved space to deliver more rentals and social projects

What alternative funding streams are you already pursuing?

Many other incomes from, donations, endowments, lunches, rentals, nursery lease, commercial lettings contributions to lunches and others.

It was discussed upping the cost of the lunch per member, per day, the group felt it wouldn't make a difference but Lead officer has suggested that they look at the annual return.

Are there any other funding streams that you can identify that the council can support you to access?

It was discussed that there may be an option to look into if there was any section 106 money available. Also Big Lottery has a strand for capital building projects.

There was a discussion about linking the Grove Centre with Age Exchange who underwent a large capital redevelopment on their building a few years ago (also listed) who may be able to advise.

LBL officers will follow up these discussions with the relevant parties.

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

The idea of merging with another organisation has not been considered by the Grove Centre as there was little evidence that any cost efficiencies could be realised, however the individual present at the meeting were open to any ideas put to them.

The potential of combining with Ageing Well, one of their key partners was suggested, but GC were not able to really see any additional benefit in a merger. However they were not against it being raised with Ageing Well as an option.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

There is an opportunity to let the small office and this has been done in the past but it is a very small office. GC would be interested to link with Sydenham Garden as potentially a place for some of their referrals to lunch at the grove centre after begin at Sydenham Garden sessions. Having a place for Grove Centre to refer people to will also be useful.

What support might you need to move these suggestions forward?

Monitoring officer to facilitate a conversation with Sydenham Garden for 2 way referrals

#### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

A 25% funding reduction, as with all organisations, is likely to result in some loss of service. The Grove Centre felt they could absorb 5-10% without a significant impact on services.

With 25% they would likely have to look in potentially dropping 1 or 2 days from their lunch service.

GC also highlighted that meeting the living wage and delivering the pension scheme had put them under a bit more pressure financially.

Have you modelled this cut and developed an action plan for its implementation?

Grove Centre, delivering a social requirement as part of their offer, would not drop lunch service days before exploring further revenue elsewhere, initially doing an examination of their commercial let costs, there may be potential for a minimal rent increase across all sessions run in the centre that could offset the cut.

Alternatively there could be a decision to charge more for the social, non-profit delivery, or even think about charging Ageing Well, which currently have the space to deliver older peoples sessions for free as part of the communities that care remit for both organisations. Although it will need to be factored in that Ageing Well are likely to be getting a Main Grant cut also.

The group were keen to emphasise that they will try and do everything they can before considering reducing the lunch service. The Grove Centre is keen to look into FareShare, a slight increase in lunch costs and a slight increase in current rentals before doing that.

#### Conclusion

Any other comments / areas discussed

Discussion around the timescale and processes to come before the end of this financial year.

**Conclusion and recommendation**

The Grove Centre is performing well on all targets outputs and outcomes and has identified scope to further improve their offer and have already begun doing so.

GC are letting their centre to full capacity to a number of different organisations and businesses from a nursery to scouts, AA meetings, Dog Training, Older peoples singing group and pole dancing exercise. The group were very keen to demonstrate the secular nature of the centre, even though it is attached to the church and has a spiritual ethos with regard supporting non-profit organisations with reduced rent – these are also not faith based. This is generating a strong and sustainable income for the organisation

The Grove Centre are willing to look into cost saving options such as ‘Fareshare’, but feel that merging with another organisation would give them no real cost savings.

They have a large capital works project in the pipeline and are looking to dramatically increase the size of their venue in the next 3 years. While we feel this is very optimistic in terms of timescales they already have £200,000 of the £500,000 required. LBL have offered to look into some options with them to raise the remaining funds.

The Grove centre are realistic that a 25% cut will result in some loss of service, potentially one or 2 days from the lunch service, however it is likely that the organisation would exhaust all other options before letting that happen, as it is a core driver for their delivery, such as commercial rent raising.

The group offered to advise other organisations on getting the most out of their buildings as they have shown great success here and are currently at capacity, without disrupting their social agenda sessions such as Ageing Well in Lewisham.

**It is recommended that The Grove Centre receive a pro-rata cut.**

**Equalities groups disproportionately impacted by recommendations**

Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:	x	Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:			

**Commentary and potential mitigations:**

GC provides services primarily for older people.

A funding reduction may have a negative impact on service delivery and there is a risk to 1 or 2 days lunch service but the Centre are exploring a range of options to minimise the impact on direct service delivery.

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## Main Grants 2017-18 report

<b>Name of organisation</b>	Grove Park Community Group (GPCG)
<b>Date of meeting</b>	08 September 2016
<b>Names and positions of attendees</b>	Chris Blake – Chair GPCG Sonja Aldengard – Treasurer Christine Ball – Community Development Officer (CDO) GPCG Petra Marshall – Community Resources Manager LBL Paul Gale – Local Assemblies Manager LBL

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Total funding received 2015-16	<b>£18,000</b>	N/A	£6,000	£6,000	£6,000
Total funding to be received 2016-17	<b>£24,000</b>	£6,000	£6,000	£6,000	

<b>Outcomes</b>	<b>Support</b>
	1. Bringing the community together
	2. Providing recreational activities to encourage social engagement, improve confidence in accessing services and reduce isolation and loneliness
	3. Increasing physical health and well-being through activities and promoting a healthier life style for all ages
	4. Aiding rehabilitation for those in need
	Special Conditions: 1. Further detail around the scope of the Community Engagement Officer role 2. Must work as part of the Community Development Consortium with other Neighbourhood funded Groups and other stakeholders.

<b>Outputs:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	2016-17 Q2	% Achieved TD
1.1 With the completion of our two new Shed Heaven workshops and the patio, which includes an outdoor stage, there will be a range of social events organised for the whole community: <ul style="list-style-type: none"> <li>• Outdoor concert</li> <li>• Summer fairs and/or similar events</li> <li>• Weekly community café</li> <li>• Cultural food festival</li> <li>• Heritage and literary trail</li> <li>• The Big Lunch</li> <li>• Cultural film performance</li> <li>• Astronomy night</li> <li>• User display celebration</li> </ul> (number of attendees)	1122	327	526	697	1550	138%	2170	489		22%
1.2 Continue to facilitate a range of social activities on a regular basis. Increase community integration, including multicultural and cross- generational, through the Shed Heaven wood work and musical workshops, as well as the bicycle repair shop. This will give all ages the opportunity to socialise while sharing skills and learning new ones Continue to facilitate the Community Choir and Folk Music Workshop Continue to promote the once weekly “Take a Break” community café to include more themed events and international food days Provide three Stay & Play sessions and one Art & Craft session per week for children under 5 (under 8 in school holidays) and their parent cares. This will encourage children’s development and communication skills while	2967	971	896	1189	3056	102%	3400	869		26%



their carers socialise and make new friends while sharing parenting skills (number of users)										
1.3 Continue to facilitate and increase the varied range of exercise classes to suit different ages and abilities – yoga, Pilates, special rehabilitation classes, walking, cycling and Indian dance classes Increase the number of Outdoor Adventure weeks / days for children, which involve literacy skills and applied mathematics while giving them a chance to experience all aspects of the outdoors from leaning about animals and insects, building shelters using shrubs and trees, to cooking on an open fire (number of attendees)	2488	900	987	902	2789	112%	2660	826		31%
1.4 Special rehabilitation exercises Potted History Reminiscence Outdoor Adventure weeks / days Nature Classrooms Community Garden / woodlands (number of attendees)	330	121	49	61	231	70%	590	250		42%
1.5 Develop a Community Neighbourhood post, employing a worker to work across the ward. Community engagement is the involvement of citizens, through locally based representative bodies, in influencing and shaping decisions which directly impact on their local environment and the quality of their daily life.	Employ a community development worker				Worker not employed	0%	Replaced by 1.6 for 16-17			
<b>FROM Q1 16-17</b> 1.6 Continue to build on the Community Engagement Role, Establish a community development consortium including • local residents, • Ward Assembly • Safer Neighbourhood team	N/A	N/A	N/A	N/A	N/A	N/A	100 Introductory letters 25 Visits to	Community Development worker employed in April 16		0%

<ul style="list-style-type: none"> <li>• service providers, WG Grace, Grove Park Community Library, Marvels Lane Boys Club, Burnt Ash Methodist Church, etc.</li> <li>• Businesses,</li> <li>• Pre- Schools / Nurseries, Burnt Ash, Little Stars, Marvels Lane, Grove park, Valeswood &amp; Little Pumpkins Nurseries.</li> <li>• Schools, Marvels Lane, Coopers lane, Baring Road (Primary). Knights Academy (Secondary).</li> <li>• Housing Associations, London &amp; Quadrant, Phoenix Housing,</li> <li>• NHS, IAP, Bromley &amp; Lewisham Mind</li> <li>• Faith, BME and other hard to reach groups.</li> </ul> <p>Complete a mapping exercise to identity gaps. Holding quarterly focus groups to ensure it is kept up to date.</p> <p>Identify areas of need, look at funding opportunities to support new groups and community organisations.</p> <p>Through the Ward Profile identify how to engage with hard to reach groups ensuring ALL residents have an opportunity to have their say and access services. Cross ward engagement partnership working, Catford South, Downham &amp; Whitefoot. Become a member of the ChART Committee to offer support.</p>							<p><i>service providers</i></p> <p><i>2 Bi-Monthly ward meetings</i></p> <p><i>1 Community Development consortium meeting</i></p> <p><i>1 Community Showcase event</i></p>	<p>No measurable monitoring data supplied for the rest of this output</p>		
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## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

Grove Park Community Group (GPCG) have delivered against the majority of their outputs, however, the key output (1.5 in 15-16 and 1.6 in 16-17) plus the special condition number 1 has not been delivered at all.

Output 1.5, Develop a Community Neighbourhood Post – This is an integral part of the grants award. There are clear issues with this output with no work taking place outside of the Ringway Centre and no progress in 15-16 against an agreed set of actions as evidenced below.

Output 1.4 - This is referral based and has not met its target figure. Numbers are lower than expected due to fewer referrals. It has been recommended that the organisation that provide these sessions link into Community Connections rather than just GP referrals. Regardless of the fact this service is not directly provided by GPCG it is still an output and needs to be addressed. GPCG are looking at other projects around rehabilitation. GPCG state that the refurbishment of some meeting rooms at the Ringway Centre has caused some issues, but the work is now complete.

Good performance on outputs 1.1, 1.2, 1.3 and exceeding target. However, the vast majority of these activities preceded the grant award.

Have you achieved all of the wider outcomes outlined in the initial grant application?

The wider outcomes and the essence of the grant theme have not been delivered. Bringing the Community Together - this is an integral part of grant and GPCG has been provided with the opportunity to create partnerships and share best practice with other groups from the local area. This has not happened and no evidence of work outside of the Ringway Centre has been provided.

A Community Development Officer to work in Grove Park ward formed part of the agreement, however this did not start until 1<sup>st</sup> April 2016. GPCG states that the Officer was already doing this work and felt that this was a continuation of work taking place at the Ringway Centre.

GPCG states that they have tried to develop the consortium as agreed, but they have been unable to do this due to a lack of responses from other stakeholders. It was pointed out that this has not been evidenced and that the Development Officer who also covers the Grove Park Assembly received no invitation. Therefore, GPCG were asked to send through evidence of the planned meeting, this has not been received.

There is very little evidence of work taking place outside of the Ringway Centre for 2015-16. GPCG Community Engagement Officer (CDO) stated that she does go out and has met with other wards such as Catford South, Downham and Whitefoot and has met local groups at the WG Grace Centre.

GPCG admits that it does not evidence work as well as it should.

The agreed outcome of bringing the community together has not been delivered.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

GPCG stated that initially they did not realise that part of the role was to deliver work outside of the centre and that they interpreted the agreement differently thinking that it was a continuation of work at the Centre. GPCG admit that this was their error.

In February 2016 the Monitoring Officer met with GPCG and suggested that they do the following as part of their neighbourhood development:

- Grove Park Steering Group / Consortium – See above, not taken place or evidenced
- Mapping exercise in Grove Park – Work started, but no apparent progress since Q3 15-16
- Identify new Groups & Community Orgs – No evidence of this in 2015-16
- More work outside of the Ringway Centre – No evidence supplied from 2015-16 or Q1 16-17
- Initiate a Development Plan for Grove Park – Not started
- Crowdfunding Project for Grove Park– GPCG says that it attended the workshop, however no Crowdfunding projects identified.

GPCG state that the CDO is now working on occasion outside of the Ringway Centre and meeting local groups, they stated that they are:

- In contact with 55 plus Group at Library
- Working with Chinbrook Dog Show
- Working with SCALE Projects on a 16-24 Employment Programme
- Working in partnership with a new group delivering healthy walks

GPCG was asked about its relationship with ChART (Chinbrook Action Residents Team), they responded that this is more difficult and they have recently planned two meetings but both had been cancelled. GPCG state that not a great deal has happened with ChART until now. However, there have been developments at ChART including the employment of staff to deliver their priorities and a Launch Day on 27 August 2016.

It appears that no new work has taken place outside of what they were already delivering and GPCG cannot provide detail as to how the grant is being spent. GPCG were asked what the added value is as the outputs were already being delivered prior to the grant. GPCG were unable to provide any detail regarding the spend.

A key element of this grant is to work in partnership with the Local Assembly, ChART, the Community Library and other local organisations to bring the community together. This can be done in a variety of ways, such as: sharing resources, identifying good practice, joined events, local Steering Groups and signposting. Little or no evidence has been observed of this taking place in Grove Park ward with no leadership provided by GPCG.

What local support/evidence of need can you identify for the work you are undertaking?

GPCG was unable to evidence a need for community development work to take place and all the evidence provided related to the need for a community centre. A mapping exercise would have enabled GPCG to identify need within the ward.

GPCG state that they are working in partnership with other groups / services and providing free accommodation for them at the Centre including the IAPT (Improving Access to Psychological Therapy). HTC (Horndean Technology College) have been providing teacher training for unemployed people and have been charged a 50% rate for this. HTC have delivered three of these sessions.

GPCG works with Warmer Homes and is now referring people. Potted History and Wide Horizons use the Centre as does Bromley College who use the Music Studio, they will be doing a Robotic Session on Saturday. GPCG stated that they did invite all the local colleges, but only Bromley College expressed an interest.

Hyde Housing are carrying out an employment initiative and this was relayed to ChART via the Employment, Training and Skills Coordinator at ChART. Lewisham Cyclists, Dark Skies and Men in Sheds also use the centre. GPCG is working with a new Muslim Women's Group and a Muslim Girls Group, these are not formal Groups as yet.

The Centre also attracts quite a few people with learning difficulties who attend events including Open Mic Night, Folk Group and the Friday Café, people often visit with their Carers.

GPCG works with Community Connections who refer people. GPCG state that evidence is from other Groups and Service users and from physically meeting people.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

GPCG are financially stable and their reserves are increasing.

GPCG stated that the Ringway Centre is experiencing increased demand for room hire, in addition to this they are seeing more demand for use of the garden. This has resulted in increased income. Rates have been the same for four years so there is an opportunity to increase the hire charge and increase revenue as a result of this.

GPCG has volunteer led workshops in all the musical activities, all attendees pay £2 and this now adding up. There is an opportunity with the Music Studio to become more professional as at present it is just local / smaller groups that use it, but they are reluctant to do this due to the VAT threshold.

GPCG stated that the Ringway Centre is used as a polling station with revenue received from this.

There are no opportunities for significant savings against expenditure.

What alternative funding streams are you already pursuing?

GPCG stated that over the past year the main effort has been towards making the best use of the Centre and its facilities / equipment that it received funding for, with the aim being to maximise potential.

GPCG has funding from L&Q for Community Events, this is now £3,000 having been reduced from £5,000, GPCG is meeting them to discuss a new grant.

GPCG has been running the under 5's stay and play sessions at the building next to the library and spent a large amount of money repairing the building. This has now moved to the Ringway and is linked to the £2 a family scheme. This is now a 5 day pre-school due to demand for local childcare.

The pre-school has received funding from the Ward Assembly to run under 5 activities on a Saturday for families that have a child or children with a special educational need. GPCG cannot formalise an agreement with pre-school until the lease extension is sorted, the lease is until the end of March 2017, but GPCG want to extend for a further three years, GPCG is currently in negotiations regarding this.

GPCG is still working on London Marathon Project, the money was for a multi-use games area.

GPCG did state that they continue to look at fundraising opportunities to provide funding for a community toilet / disabled toilet which will be separate from the two buildings and their meeting rooms. GPCG is looking at crowdfunding for this with the cost being around £16,000.

Other than the L&Q application no other funding bids are in place.

Are there any other funding streams that you can identify that the council can support you to access?

No requirement for support was identified.

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

Potential partner organisations would be ChART and Grove Park Community Library and it is clear that GPCG is not working as closely with these organisations as it should.

GPCG stated that the best that they can hope for is cooperation with other Groups. There are almost two parts to Grove Park these are Chinbrook and the area around the Ringway Centre including the town centre.

GPCG does share information and has lent equipment to other Groups such as a gazebo and a projector.

Potted History are applying to the Lottery and GPCG is part of this, if successful Potted History will have a space at the Ringway Centre and go out into the community to do gardening activities. They have office space in the north of the borough but want an office in the south.

GPCG are concerned about duplication of projects within the ward with other Groups seeming to replicate activities at the Ringway Centre. GPCG state that people from the WG Grace Centre will not come to the Ringway Centre and this is an historical issue that they need to address. Officers pointed out that the mapping exercise would help to negate the issue of duplication of activities and understand need across the ward.

GPCG want to work with the other groups to unite together for a Grove Park Festival.

GPCG are concerned about lack of youth provision within the ward.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

The only other local groups with potential for this are Grove Park Library and ChART, discussions have not taken place over sharing of resources and at present the relationships are not in place for this to happen.

What support might you need to move these suggestions forward?

N/A

#### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

It was quite evident that GPCG have failed to achieve the key outputs 1.5 and 1.6. Therefore a 25% cut was not discussed and GPCG were advised that the recommendation would be to stop funding GPCG under the main grants programme. Whilst officers acknowledge that there has been some improvement this year, it is felt that this would have little impact as GPCG has been unable to demonstrate the added value of this funding award.

In response to this GPCG stated that they wanted to carry on and do their best and that they would need to re-invent themselves. They expressed concerns about the future of the Ringway Centre site. Officers told GPCG that it is a core community facility and at present there is considered a need for this site to maintain a community provision role. The officers advised GPCG that there is a need to formalise their tenure arrangement.

Have you modelled this cut and developed an action plan for its implementation?

This was not discussed, as above.

## Conclusion

### Any other comments / areas discussed

GPCG were advised about the decision process and the Mayor and Cabinet decision on 7 December.

### Conclusion and recommendation

It is evident that GPCG have failed to grasp the community development side of the grant with little work taking place until Q1 of 2016-17. This has been despite meetings with the monitoring officer and an agreed set of actions put in place. Outcome 1.5 was an integral part of GPCG's application and the failure to make any progress across the four quarters is not acceptable.

GPCG continues to perform well on other agreed outputs, however, these were being delivered prior to the grant and will continue to be delivered if the grant were to be removed.

**The recommendation is that Grove Park Community Group no longer receive Main Grants Funding.**

### Equalities groups disproportionately impacted by recommendations

Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:			

### Commentary and potential mitigations:

As the main grant funding awarded to Grove Park Community Group is to benefit the wider community in the ward, no particular equalities groups will be disproportionately impacted by the proposed removal of funding.



## Main Grants 2017-18 report

<b>Name of organisation</b>	Heart n Soul
<b>Date of meeting</b>	20 September 2016
<b>Names and positions of attendees</b>	Sarah Ewans – General Manager, Heart n Soul Mark Williams – CEO / Artistic Director, Heart n Soul Andy Thomas - Cultural Development Manager, London Borough of Lewisham Nancy Stridgen - Cultural and Community Development Officer, London Borough of Lewisham

<b>Group Name: Heart n Soul</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Total funding received 2015-16	£51,750	-	17,250	17,251	17,250
Total funding to be received 2016-17	£69,001	17,250	17,251	17,250	17,251

Outcomes	<p>1. Allsorts - New Interests and skills. Adults with learning disabilities try out new art forms and develop their personal and creative skills by taking part in a range of activities</p> <p>2. Allsorts – Increased confidence. Adults with learning disabilities show increased confidence by taking part in creative sessions and contributing ideas in group discussions and/or as part of the Adult Steering Team</p> <p>3. Allsorts – Reduced social isolation. Adults with learning disabilities interact with others, develop friendships and extend their social network</p> <p>4. Volunteers – Enhanced wellbeing and self-esteem. Adults with learning disabilities gain confidence, pride and a sense of achievement through contributing as a volunteer at Heart n Soul events</p>				

<b>Outputs:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	Q2	% Achieved TD
1. 16 events (of 8hrs creative sessions and 7hrs drop in activity) and 10 Choir sessions	<b>16 Allsorts events, 10 Choir sessions</b>	7	11 Allsorts events, 4 Choir sessions	16 Allsorts events, 11 Choir sessions	<b>16 Allsorts events, 11 Choir sessions</b>	<b>100%</b>	9 events 4 sessions	9 events 4 sessions		<b>100%</b>
2. Events delivered to 80 adults (unique individuals) with learning disabilities annually at The Albany, Deptford	80	66	82	139	<b>139</b>	<b>174%</b>	60	78		<b>130%</b>
3. 2 adult co producers meetings per season at the Albany, Deptford	6	2	3	6	<b>6</b>	<b>100%</b>	2	2		<b>100%</b>
4. 8 Adults (unique individuals) with learning disabilities attend steering team meetings	8	13	13	13	<b>13</b>	<b>163%</b>	10	10		<b>100%</b>
5. 15 Adults (unique individuals) with learning disabilities volunteer at least once at a Heart n Soul event at the Albany, Deptford and/or the Southbank Centre	15	15	16	16	<b>16</b>	<b>107%</b>	5	5		<b>100%</b>

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

All outputs have been achieved or over achieved. Heart n Soul has significantly overachieved in the number of Adults With Learning Disabilities they have regularly engaged with, reaching 139 people over 9 months period against a target of 80. (174%)

The Heart n Soul choir meets 50 weeks of the year and the Allsorts programme continues to be ground breaking in the level of opportunity and progression for participants.

**3,500 people** (mixed AWLD and non-disabled participants) attended the Beautiful Octopus club at the South Bank Centre in 2015 and Heart n Soul have engaged nationally and internationally on this model.

Please note that unlike some other arts organisations receiving Lewisham funding, Heart n Soul's outputs only reflect an element of the work in the borough rather than detailing all of the outputs achieved in borough. Top up external funding is needed to achieve the outputs that are listed also.

Have you achieved all of the wider outcomes outlined in the initial grant application?

The organisation has achieved all wider outcomes outcomes.

### **Development and Opportunity**

Case studies show significant changes in health and wellbeing, self-confidence, skills and progression of abilities. Participants shape the work that takes place and co-produce programming.

Participation at Heart n Soul can also allow access to high quality organisations such as the South Bank Centre (exhibition and Art Market), National Portrait Gallery, BAC and the London Symphony Orchestra.

Progression routes allow personal development via the model:

- Participant to Volunteer and then
- Volunteer to Co-producer

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

N/A.

What local support/evidence of need can you identify for the work you are undertaking?

The organisation stated the following evidence of need for their work:

- Increasing attendance figures.
- Families and carers reporting few comparable high quality activities regularly available in the borough.
- Allowing opportunity for adults with learning disabilities to participate in activities that focus on choice, control, opportunity to progress and to make a contribution.

It was stated that this provision empowers Adults with Learning Disabilities (AWLD) to personally progress, gain independence, volunteer and be able to achieve more in life. 94% of AWLD don't work but 65% would like to and 10% of the prison population are AWLD. It was expressed that isolation and loneliness were experienced by a large proportion of AWLD, only 12% of AWLD receive a service. 25-40% of AWLD's also have a mental health issue.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

Adaptations have already been made due to shortfall in Allsorts funding, staff and volunteers have started to deliver more creative sessions rather than funding external facilitators. It was stated that there are no more obvious efficiencies to be made within the organisation.

What alternative funding streams are you already pursuing?

The organisation is working to enable funding from the following sources. This funding would be project based and therefore not replace Lewisham Main Grant funding.

- Big Lottery
- Henry Smith Foundation
- Rayne Foundation
- Developers
- Crowdfunding
- Heritage Lottery Fund – 'Big 30' 30 year celebration in 2017.

A new Communications officer with fundraising expertise has also been recruited and work is being carried out to increase Individual Giving.

Are there any other funding streams that you can identify that the council can support you to access?

Lewisham Officers will provide information on potential opportunities via networking with developers and CIL / Section 106. Heart n Soul would like to work with Lewisham on an

increase in use of Personal Budgets, but it was stated that work in this area has been difficult so far.

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

Heart n Soul are meeting Entelechy Arts and Speaking Up once a quarter to explore sharing resources and information i.e. database/pensions/research.

It was expressed by the organisation that it is not appropriate to merge with another organisation at this time and that costs savings would not be realised.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

As above.

What support might you need to move these suggestions forward?

N/A.

### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

It was stated that there are no further efficiencies to make and therefore activity would be cut, which would relate to:

- 1 less season of Allsorts i.e. 10 weeks with no activity at all and a break of service.
- Fewer artists engaging with participants
- Squids (young peoples) club only once a year

#### **Wider Impacts**

- Greater social isolation for AWLD (vulnerable group)
- Stronger likelihood of negative outcomes e.g. health issues and trouble with the wider community
- Less progression and opportunity to develop
- Less confidence and self-esteem for AWLD
- Personalisation agenda not progressed

Have you modelled this cut and developed an action plan for its implementation?

It was expressed that this had been modelled and the organisation would be looking for the funding from other sources, but this has not been achieved currently.

## Conclusion

### Any other comments / areas discussed

Heart n Soul continue to offer a unique and exceptionally high quality provision and opportunity to adults and children with learning disabilities in Lewisham.

#### Inclusion and Fees for Disabled Artists

Heart n Soul offer in-kind support for partners on inclusion advice. Work has also taken place in this time period to negotiate equal fees for disabled artists. Heart n Soul are advocating for disabled artists to gain equality of visibility, work opportunities and fair pay. Heart n Soul have won a Special Education Needs Service Award for their work this year.

#### Technology 'Make Your Own Soundlab'

Heart n Soul participants have been working with Goldsmith University and other partners on music technology for a number of years and within 2015 the Sound Lab project developed an online toolkit and disseminated it in Lewisham and beyond. These instructions allow high end digital arts and sound production to be achieved without specialist equipment apart from an iPad.

#### Big 30

Heritage Lottery funds have been gained to work on a celebration of 30 years of Heart n Soul in 2017. Heart n Soul will work with the National Archive, London Metropolitan Archives, Lewisham Libraries and Goldsmiths University on a series of programming and public realm exhibitions.

### Conclusion and recommendation

Heart n Soul have over achieved outcomes and outputs for Main Grants funding in the year 2015/16 and it is predicted that they will overachieve in 2016/17.

The organisation will be looking for replacement funding from other sources, but this has not been achieved currently.

**It is recommended that Heart n Soul receive a pro-rata cut.**

Equalities groups disproportionately impacted by recommendations

Disability, Children and Young People,

Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:	X	Sexual orientation:	
Disability:	X	Gender reassignment:	
Religion / Belief:			

Commentary and potential mitigations:

Heart n Soul's provision is for children and young people and adults with Learning Disabilities, although some participants have different disabilities. The organisation is

Equalities groups disproportionately impacted by recommendations

seeking to find alternative funding to mitigate against the impact of the cuts. Officers will support the organisation to explore other ways in which this may also be done

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## Main Grants 2017-18 report

<b>Name of organisation</b>	IRIE!
<b>Date of meeting</b>	27 September 2016
<b>Names and positions of attendees</b>	Beverley Glean - Artistic Director of IRIE! Patrischia Warmington - Chair of IRIE!'s Board Andy Thomas - Cultural Development Manager, London Borough of Lewisham Nancy Stridgen - Cultural and Community Development Officer, London Borough of Lewisham

<b>Group Name: IRIE!</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Total funding received 2015-16	<b>36,679</b> 18K neighbh'd 18,679 WATAS	-	12,226	12,226	12,227
Total funding to be received 2016-17	<b>48,905</b> 24K neighbh'd 24,905 WATAS	12,226	12,226	12,227	12,226

Outcomes	<p><u>Neighbourhood Funding</u></p> <p>1.1 Provide practical support to build strong and cohesive communities</p> <p>1.2 Facilitating involvement of residents in the issues which affect their lives and supporting collective action to deliver change</p> <p>1.3 Address gaps in participation locally i.e. Outreach work to sectors of community that are currently not participating in community activities</p> <p>1.4 Provide support to local residents and new groups wishing to develop local activities</p> <p>1.5 Provide access to community space</p> <p>1.6 Identify gaps in youth and community provision in the Ward</p> <p><u>Widening Access to Arts and Sports</u></p> <p>2.1 Provide opportunities for people of all ages to explore and develop their creativity and acquire new skills</p> <p>2.2 Provide opportunities for people of all ages to engage with the arts as active participants and members of an audience</p> <p>2.3 Increase awareness and enhance the reputation of Lewisham as a place to spend leisure time</p>				

<b>Outputs:</b>	2015/16 Target	2015/16 Q2	2015/16 Q3	2015/16 Q4	2015/16 Total	% Achieved	2016/17 Target	2016/17 Q1	Q2	Achieved TD
<b>Neighbourhood</b>										
1. Recruit x 1 Community Cohesion and Engagement Officer (P/T) July 2015	1	1	1	1 (left 4 <sup>th</sup> March)	1	100%	1	0		0%
2. Join New Cross Assembly Coordinating Group - Attend 2 Assembly Meetings	2	1	3	3	5	150%	2	0		No current Engagem't officer
3. Draft 1 x strategy to support local residents and new groups wishing to develop local activities e.g. Incubating/hot-desking as appropriate August 2015	1	0	0	0	0	0%	1	0		0%
4. Draft 1 x outreach strategy to engage sections of the community that are currently not participating in community bases activities	1	0	0	0	0	0%	1	1		100%
5. Support 2 x local residents/new groups wishing to develop local activities through hot-desking	2	2	3	12	12	600%	0	0		In Quarter 2,3&4
6. Provide community facilities in the form of 5 spaces for hire for 300 users from July 2015 to March 2016	300	219	289	343	343	114%	100	249		249%
7. Host x 1 Assembly meeting for up to 85 people per ward per event	1	0	1	1	1	100%	0	0		Not in this quarter

8. Host x 1 Community meeting for up to 150 people	1	0	0	55	55	M- 100% att - 36%	0	0		Not in this quarter
9. Co-ordinate 1 x consultation event for young people and children addressing Anti-Social Behaviour Crime and Drug Issues	1	0	1	1	1	100%	0	0		Not in this quarter
10. Provide 15 activity sessions for 30 older people from July 2015 to March 2016	15	5	10	15	15	100%	5	10		200%
10. Number of older people target 30	30	29	29	29	29	97%	30	23		76%
<b>Widening Access to Arts and Sports</b>										
11. Deliver 20 sessions for children and young people from July 2015 to March 2016	20	2	10	20	20	100%	7	10		142%
12. Reach 150 CYP within the 20 sessions from July 2015 to March 2016	150	17	17	17	17	11%	38	17		44%
13. Deliver 4 x public performances with 20 Young People	4	2	4	4	4	100%	0	0		Activities take place In quarters 3&4
14. Dance Yourself Fit Deliver 30 x sessions	30	10	20	30	30	100%	10	10		100%
15. Dance Yourself Fit Within the 30 sessions reach 80 people	80	25	25	25	25	31%	80	70		87%
16. Deliver 1 x cultural and learning event for 500 people	500	550	0	0	0	110%	125	200		160%
17. Deliver Education Programme for 15 London Borough of Lewisham Schools	15	1	5	7	7	47% (see note)	0	0		Activities take place In quarters 3&4

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

### **Neighbourhood**

IRIE! received £18,000 Neighbourhood funding for 2015/16 and will receive £24,000 for 2016/17. 64% of outputs were achieved for the period 2015/16.

The organisation was successful in achieving some its output targets which were largely in relation to providing access to the Moonshot centre as follows

- 12 groups were given the opportunity to hot desk against a target of 2 (600%).
- 343 users were given a community space to hire against a target of 300 (114%)
- 29 older people accessed regular provision at the centre against a target of 30 (94%).
- 3 community events were held, including a youth event around the themes of crime and antisocial behaviour and an older people's tea dance.

However the outputs in relation to a wider community development approach have not been achieved. These are particularly in relation to the development and implementation of outreach strategies which would underpin a genuinely outward facing community development presence in the area. One of the strategies has now been completed and approved in the 2016/17 period but overall the organisation has not been able to demonstrate real progress in this area of work.

### **Widening Access to Arts and Sports**

IRIE! received £18,679 widening access to arts funding for 2015/16 and will receive £24,905 for 2016/17.

#### **Impact and Reach**

##### **Community Dance**

Due to the lack of capacity to recruit, the figures for the adult 'Dance Yourself Fit' were low in this period (25 participants against a target of 80). A new street dance class has been added in 2016/17 and in quarter 1 participation figures have increased to 70.

##### **Youth Classes**

17 young people regularly engaged on Saturday youth classes at a subsidised rate. (The target for this group was 150). The organisation is planning increased recruitment via local schools in 2016/17.

##### **Schools**

Although IRIE! did not reach their target in 2015/16 for the number of schools engaged (7 against a target of 15). However, it is the view of officers that the target for this output was over ambitious and the fact that 536 children were reached in schools within 20 sessions represents a good achievement. Schools pay a heavily subsidised rate of £50 per workshop.

58% of outputs were achieved for the period 2015/16 but there are mitigating factors that need to be taken into account as can be seen below.

**Partnership work in the public realm**

Recent work securing audiences outside of a venue has included a free performance by the foundation degree students in Deptford Market square partnering with Midi Music.

Have you achieved all of the wider outcomes outlined in the initial grant application?

**Neighbourhood**

Under the neighbourhood theme there are concerns that the wider community development outcomes have not been achieved. The organisation has not been able to demonstrate significant progress against the following:

- 1.2. Facilitating involvement of residents in the issues which affect their lives and supporting collective action to deliver change
- 1.3. Address gaps in participation locally i.e. Outreach work to sectors of community that are currently not participating in community activities
- 1.6. Identify gaps in youth and community provision in the Ward

**Widening Access to Arts and Sports**

The 'Widening Access to Arts and Sports' outcomes have been met overall although participant numbers are lower than target across two areas. This requires significant attention but officers feel that IRIE! Is able to address these issues if they refocus their activity on their core business.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

**Neighbourhood**

The organisation has experienced difficulties in recruitment and retention of the Community Engagement Officer. A member of staff was initially recruited but left the post 4 March 2016 and was not replaced successfully. This has clearly made an impact on the ability of the organisation to develop the work around this theme. Some small pieces of work were carried out by a temporary member of staff over the summer and a new recruitment process is currently under way. However it is the view of officers that the organisation should have been able to make more progress with recruitment in the past 7 months.

### **Widening Access to Arts and Sports**

It is the view of officers that outputs have not been reached in this time period due to:

- Reduced staffing at IRIE!, When the initial application was made a project manager was in post and the capacity for marketing fundraising has been reduced.
- Over ambitious participation figures without robust planning for achievement.
- The 'Neighbourhood' funding was a new area of work for IRIE! and it is possible that this has distracted the organisation from its core work.

Meetings have taken place with IRIE! to work on potential solutions to improve performance and allow the organisation to increase capacity and reach its goals.

IRIE! has taken up one of the suggestions for support via the pro-bono 'Enterprise for London, Start and Grow' initiative. This has benefited the organisation with 100 consultant hours to assist in finalising their business plan and financial model.

The application for an asset transfer of the Moonshot centre from Lewisham Council to IRIE! has focused business planning in the last 6 months.

What local support/evidence of need can you identify for the work you are undertaking?

### **Neighbourhood**

The organisation stated that the following evidence of need for programming in this area:

- The Moonshot Centre was built specifically for the African and Caribbean communities in New Cross and surrounding areas.
- Provision of affordable well maintained spaces for hire for the local community.
- Need for extra programming to bring in increased numbers of local residents into the Moonshot Centre.

### **Widening Access to Arts and Sports**

The organisation stated that the following evidence of need for programming in this area:

- The largest BAME communities in Lewisham are Black African and Black Caribbean. IRIE!'s mission is to develop, deliver and sustain a range of creative, educational and artistic activity based on stimuli derived from Africa and the Caribbean.
- The Moonshot Centre was built specifically for the African and Caribbean communities in New Cross and surrounding areas with funding made available by the Urban Program funding and local donations.
- Case studies of progression and positive outcomes from IRIE!'s participants
- Need for subsidised programming to allow low income families arts participation opportunities for positive health, wellbeing and progression outcomes.

## **2. Negotiate reductions and seek alternative funding streams**

Are there any proposals that you can put forward that will deliver significant savings against current expenditure? This can include capital investment to change your delivery/business model.

IRIE! has reduced their expenditure significantly over the last 3 years and cut staffing posts, therefore savings cannot be made by reducing staff members.

A new business model has been proposed which grows the staffing team and includes the asset management of the Moonshot centre.

What alternative funding streams are you already pursuing?

Work is being carried out to access the following funding streams:

- Big Lottery - Reaching Communities (tied into the application to asset manage the Moonshot Centre)
- Arts Council England - Grants for the Arts (Widening Access to Arts)
- Increase in earned income via hires (general income)
- Selling services via workshop model, to schools and corporately (Widening Access to Arts)

The Grants for the Arts application would not replace a LBL cut in Main Grant funding as this application is not for community dance and fitness programming.

Are there any other funding streams that you can identify that the council can support you to access?

The organisation requested further partnership work to take place in the Big Lottery Reaching Communities application, if the Moonshot Asset transfer takes place. Officers will explore with IRIE! how this support can be provided.

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

IRIE! do not think it is appropriate to merge with another organisation as its services are unique within the borough and stated that savings could not be realised via this change of model. The organisation is willing to share resources.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

Please see above.

What support might you need to move these suggestions forward?

The organisation has requested clarity of the decision on the potential asset transfer for the Moonshot centre. Officers will continue to work with IRIE! to ensure that appropriate support is provided around these issues.

#### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

The organisation stated that community arts participation classes may have to close with a 25% cut.

Have you modelled this cut and developed an action plan for its implementation?

The 25% cut was modelled into the business plan for 2017/18 income.

#### Conclusion

##### **Any other comments / areas discussed**

##### **Conclusion and recommendation**

##### **Neighbourhood**

It is recommended that IRIE! is no longer funded under this theme in 2017/18. Although some positive steps have been taken towards a better connection with the local community and links with the New Cross Assembly, the organisation has not achieved important output targets and has not been able to demonstrate significant progress in this area of work.

##### **Widening Access to Arts and Sports**

**It is recommended that IRIE! receive a pro-rata cut under this theme.**

Although IRIE! has underachieved in its output targets, the organisation has delivered on its outcomes. IRIE! plays an important role in the borough, with its history of delivering African and the Caribbean educational and artistic activity. The Foundation Degree which IRIE! runs from the Moonshot Centre is the only UCAS accredited course in African and Caribbean dance in the UK and there are benefits to residents from this taking place in Lewisham.

Funding only under this theme will encourage a stronger focus on the organisation's core business. Officers will work with IRIE! to develop plans for an increase in participant numbers.



Equalities groups disproportionately impacted by recommendations			
Ethnicity:	X	Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:	X	Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:			
<p>Commentary and potential mitigations:</p> <p>The organisation is funded under the neighbourhood theme to deliver generic services and cuts to this funding will not therefore impact disproportionately on any of the equalities groups</p> <p>The organisation is funded under the Widening Access to Arts and Sports to deliver activities particularly for BME communities, children and young people and older adults. Cuts to funding will therefore have a disproportionate effect on these communities. Officers will work with IRiE! on its action plan and the organisation is actively fundraising to mitigate against this impact.</p>			

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<b>Name of organisation</b>	<b>Lewisham Educational Arts Network (LEAN)</b>
<b>Date of meeting</b>	<b>13 Sept 2016</b>
<b>Names and positions of attendees</b>	<b>Jane Hendrie – Director of LEAN Andy Thomas – Cultural Development Manager, London Borough of Lewisham Nancy Stridgen – Cultural Development Officer, London Borough of Lewisham</b>

<b>Group Name: LEAN</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Total funding received 2015-16	<b>£28,500</b>	-	£9500	£9500	£9500
Total funding to be received 2016-17	<b>£38,000</b>	£9500	£9500	£9500	

<b>Outcomes</b>	<ol style="list-style-type: none"> <li>1. The arts VCS will have better policies and procedures that ensure fair and equal access to their services.</li> <li>2. The arts VCS will have access to data that shows which communities are not accessing services and use it to address needs</li> <li>3. The arts VCS will have solutions to barriers to participation and collaborate to utilise these solutions</li> <li>4. Inappropriate over representation of particular communities is addressed and an appropriate balance of participation is achieved.</li> <li>5. The arts VCS will share and use solutions to over-representation of certain groups accessing their offer.</li> <li>6. Strong networks and collaborations will be created/maintained</li> <li>7. The sector will be effectively represented and their views communicated to key decision making groups.</li> <li>8. The arts VCS have increased skills and knowledge and streamlined systems to provide a range of high quality services.</li> <li>9. More children and young people will have access to music and dance collaborative programmes.</li> <li>10. An increase in the arts offer to early years children in Lewisham</li> <li>11. Artist educators have increased skills and knowledge</li> <li>12. Lewisham is recognised as a place to participate in arts learning and a beacon of effective practice</li> <li>13. The arts VCS know about, respond to, and pursue in partnership more local and capital wide opportunities</li> </ol>
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<b>Outputs:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	2016-17 Q2	% Achieved TD
1. 20 one to one advice sessions per year with 100 new contacts.	15	4	13	20	20	133%	5	9		180%
2. Support on funding application for Lewisham - HeadStart Big Lottery application for the arts strand. (mental health/resilience)	1	0	0	1	1	100%	-	-		Not in 2016/17
3. Deliver support on how the arts can impact on resilience.(HeadStart funded) 1 event to disseminate findings to the sector	1	0	0	0	0	Project extended to 2017	0	In Quarter 2		In Quarter 2
4. Attend Lewisham Infrastructure Group meetings (3) and community engagement events (3) to provide specialist arts knowledge to support the collaborative project to identify barriers to inclusion	3	2	3	3	3	100%	0	In other quarters		In other quarters
5. 1 YAN meeting per term. YAN newsletter between meetings or other electronic method of communication	3	1	2	3	3	100%	1	1		100%
6. 1 Youth Arts Bulletin per term	3	1	2	3	3	100%	0	Q2		In Quarter 2
7. 3 arts freelancers breakfast club per year	2	0	1	2	2	100%	1	1		100%
8. 2 Rainbow Steering group meetings	2	0	1	1	1	50%	0	In other quarters		In other quarters
9. 12 partnership meetings	9	3	8	12	12	133%	3	6		200%
10. 3 music hub meetings	3	1	1	3	3	100%	1	1		100%
11. 1 feasibility study for the arts sector	1	0	0	1	1	100%	0	In Quarter 2		In Quarter 2
12. 3 Skills exchanges per year	2	0	0	3	3	150%	0	In Q 3&4		In Quarters 3&4
13. 3 Rainbow Collective newsletters	3	1	2	3	3	100%	0	In Q 3&4		In Quarters 3&4
14. 2 LEAN formal training sessions per year in collaboration with Lewisham 14.	2	1	2	2	2	100%	0	In Q 3&4		In Quarters 3&4

Infrastructure Group e.g.how to work with artists.										
15. Website visits inc. to 1300 per month.	1300/month	1/4 Av. 1858	1/4 Av 1554	1/4 Av 1644	1685	130%	1300	1498		115%
16. Registered members inc. to 600.	600	479	547	566	566	94%	625	598		95%
17. Twitter followers inc. to 900	900	849	889	971	971	108%	975	1006		103%
18. 2 youth arts bulletins per year (1 per term). Increase those in receipt to 100.	2	1	1	2	2	100%	0	In Q 3&4		In Quarters 3&4
19. 9 general bulletins	9	3	6	9	9	100%	3	3		100%
20. 1 survey of members	1	0	0	0	0	Survey released in June 16	1	1		100%
21. 1 arts education event that addresses effective practice – possibly using Arts Council Quality Principles	1	0	0	1	1	100%	0	0		In quarter 4
22. 1 multiyear funding application	1	0	0	1	1	100%	0	In Q 3&4		In Quarters 3&4
23. 1 Lewisham Live festival 2016 (12 performances, 2000 participants, 3000 audience members)	1	0	0	1	1	100%	0	0		In quarter 4
24. 3 funding applications	3	1	2	3	3	100%	1	1		100%
25. 1 training course	1	0	0	1	1	100%	1	1		100%
26. 1 networking and sharing event	1	0	0	1	1	100%	0	0		In quarter 4
27. 1 large scale networking event (LEAN) to 100	1	0	0	1	1	100%	0	0		In quarter 4
28. 2 YAN meetings	2	1	2	3	3	150%	1	1		100%
29. Play an active part in Lewisham Giving on behalf of the arts sector (2 meetings)	2	1	3	5	5	250%	3	3		100%
30. 1 piece of research. Analysis of data, presentation of information in an accessible way and dissemination Collection of local and national solutions to overcoming barriers to participation and inappropriate over-representation of groups accessing services - document disseminated to 500 members	1	0	0	0	0	pro bono statistician still working on data for 2017	1	0		pro bono statistician still working on data for 2017

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

LEAN achieved 87% of quarterly outputs for 15/16. 23% of targets were exceeded. Reasons for outputs not being reached are listed below. LEAN were ambitious in their targets within their small staffing team to achieve the extensive outputs listed and a considerable amount of work has been achieved within the 9 months. A number of LEAN's outputs are reliant on external funding streams that are brought into the borough by the organisation.

Many outputs have been overachieved and extra value not listed in the outcomes has been brought to the borough. E.g. creative briefs written and promoted for the Fellowship Inn Heritage Lottery creative projects, LEAN are currently working with Phoenix Housing on their activity plan for Heritage Lottery Funding.

10,146 people have been directly communicated with via the year with an extra 19,853 reaching information on the LEAN website. Targets have been exceeded for **1:1 advice sessions**, which allow support for organisations and individuals to source funding for creative projects within Lewisham.

**Arts Award** work with local schools has supported an increase in cultural opportunity for young learners in the borough. **Lewisham LIVE** was successful in 2016 though there was reduced funding, due to an unsuccessful Arts Council bid. 8 performances took place over 4 weeks, 1409 children and young people took part and the performances were attended by 3,227 people.

Have you achieved all of the wider outcomes outlined in the initial grant application?

It is considered that all wider outcomes were met with exception of the outcomes listed below, which were worked on in 2015/16 to be realised during the period of funding 2015-2018.

3. The arts VCS will have solutions to barriers to participation and collaborate to utilise these solutions.
4. Inappropriate over representation of particular communities is addressed and an appropriate balance of participation is achieved.

If no to either of the above:

- What are the mitigating factors?
- What plans are in place for improving performance?
- What progress has been made against actions agreed with your Development Officer?

Reasons for Outputs not being reached:

- An extension of funding for the Headstart programme resulted in extra arts and resilience 'Community of Practice' meetings organised by LEAN. Therefore the event to disseminate findings has been scheduled for 16/17 as the project was extended.
- 8. Less early years funding than expected was achieved for 15/16 which meant that LEAN prioritised disseminating information to early years practitioners via their newsletter and website rather than holding steering group meetings. **LEAN will lead on a new bid to the Arts Council**

**for 2016/17 working with Sound Connections to develop social emotional outcomes for this age group.**

- 16. New registered members reached 566 with a high target of 600.
- 20. In 2015/17 LEAN worked on a survey of users. Results were published in June 2016 just out of the 15/16 funding period.
- 30. This work is being completed by a pro bono statistician that LEAN accessed via a government scheme. LEAN have given data on participation to the statistician to complete the work but are waiting on his completion in 2016/17.

**What local support/evidence of need can you identify for the work you are undertaking?**

LEAN is the only organisation of its kind in the borough and is in high demand by artists, arts organisations, schools and all of those wishing to bring creative programming and projects into the borough for the benefit of residents and those in education in Lewisham.

LEAN in partnership with Trinity Laban and the Music Hub organise and fundraise for the 'Lewisham Live' annual youth arts festival. Lewisham Live is highly regarded locally and by Arts Council England (ACE). The festival's ACE relationship manager has commented that their role in holding partners together, leading strategically and freeing them from many partnership administrative duties is significant and unique.

Their surveys show that 67% of users highly value their monthly bulletin, 61% highly value one to one advice sessions, 74% highly valued advice by phone or email and 77% highly value networking and sharing events.

As a result of their website, twitter or bulletin, 12% applied for a job or funding, 23% attended a LEAN or Rainbow Collective event, CPD or training, 9% attended an event or CPD not run by LEAN or Rainbow Collective, 29% used information or advice on the website to help them in their work, 16% contacted an organisation they hadn't known of before and 11% joined another organisation's mailing list.

#### **Reach and Demand**

LEAN directly communicated with 10,146 people during the full 2015/16 year, excluding visitors to the website who numbered 19,853. 369 people attended a LEAN event, training or advice session in the period.

## **2. Negotiate reductions and seek alternative funding streams**

**Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.**

LEAN discussed its application to partner with Lewisham Music to manage and take residency in Manor House Library. Whilst this would not deliver significant savings short term, they felt that the partnership had the potential to lever in additional funds, earned income and support from capital and national funders.

**What alternative funding streams are you already pursuing?**

The following grants would allow for a maximum of 10% core running costs therefore not replace the Lewisham Main Grant. It was stated that LEANs financial model currently relies on a £180K of bids to be successful for an £18K deficit in current core costs.

- Grants for the Arts for Lewisham Live (Successful for 2017).
- Foyle Foundation for Lewisham Live
- Cultural Education Challenge
- Arts Award Network
- Arts Award Area Development Fund
- Waitrose Community Fund for Lewisham Live
- Deptford Challenge Trust for 2017

Are there any other funding streams that you can identify that the council can support you to access?

Officers will support the organisation on the Cultural Educational Partnership work for New Direction.

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

The organisation is open to sharing resources and mergers but has reduced overheads recently to a minimum. Rent and salaries are LEANs biggest expenditure and staff only equate to 1.3 FTE, therefore it was stated that there is no added value in a merger.

The organisation stated that LEANs specialist services are significantly different from other local support services as they do not provide support that is already delivered by others e.g. advise artists on governance, finance or organisational set up but refer them to Voluntary Action Lewisham.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

The organisation is exploring partnering with Lewisham Music Service to manage Manor House Library (as above).

What support might you need to move these suggestions forward?

Information will be given to the organisation by Lewisham Library Service on this tender process.

### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?



The organisation expressed that a 25% cut would make the continuation of the current service undeliverable and that after reserves are used up delivery would have to end (approx. 1 year).

LEAN currently fundraise for a deficit in core funding of approximately £18K each year and a 25% cut would increase that shortfall to £30K. This would in turn increase the fundraising total needing to be gained to £300,000 per year to earn the £30,000 in project management fees (10% maximum for most bids).

It was discussed that reducing staff hours is an option but as they only currently stand at 1.3 FTE, governance of the organisation would be difficult to achieve with a cut in staffing.

Have you modelled this cut and developed an action plan for its implementation?

LEAN advised it has prepared budgets based on a range of reductions and have been actively seeking opportunities to raise additional revenue. An opportunity to take office space with a local business rent free has recently fallen through. Rent is currently £6K per annum and officers are working with the organisation at cost savings in this area.

## Conclusion

### Any other comments / areas discussed

It is considered that LEAN has continued in 2015/16 to bring expertise and specialism to Lewisham in an effective, impactful manner.

LEAN has been the 'go to' arts specialist agency for work on a number of projects in the borough in 2015/16 including the Headstart mental health wellbeing project for 11-14 year olds.

LEAN have completed work for Phoenix housing to ensure that the Fellowship Inn Heritage Lottery funded creative projects had sound procedures for allocation of arts organisations. Their specialist knowledge of arts programming and arts organisations in Lewisham has been utilised for a reasonable fee.

### Partnership and Flexibility

LEAN have in 2015/16 been an extremely flexible partner in the borough working with Lewisham Council, VAL, arts organisations, schools and housing providers. They respond quickly to utilise opportunities for Lewisham residents when they arise and are successful in project managing this work alongside regular programming and advice.

### Conclusion and recommendation

LEAN had a successful year in the work that was completed in the borough. 87% of outputs were met and there were mitigating factors for those not met detailed above. 23% of outputs were

overachieved. There are no opportunities to save money through partnership or mergers and other sources of funding will not replace the Council grant.

**It is recommended that LEAN receive a pro-rata cut.**

Equalities groups disproportionately impacted by recommendations

Young People, Disabilities

Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:	X	Sexual orientation:	
Disability:	X	Gender reassignment:	
Religion / Belief:			

Commentary and potential mitigations:

LEAN provides services to support increased arts participation, education and progression routes for young people in the borough, including young people with a disability. There are currently no clear ways of mitigating against the impact of the cut in funding but officers will work with the organisation explore how this might be achieved.

## Main Grants 2017-18 report

<b>Name of organisation</b>	<b>Lee Green Lives</b>
<b>Date of meeting</b>	<b>7<sup>th</sup> September 2016</b>
<b>Names and positions of attendees</b>	<b>Jim Mallory (Chair) Julia Gemie (Secretary) Caroline Mayow (Vice Chair) Ade Joseph (Development Officer- LBL) Petra Marshall (Community Resources Manager – LBL)</b>

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Total funding received 2015-16	<b>£18,000</b>	N/A	£6,000	£6,000	£6,000
Total funding to be received 2016-17	<b>£24,000</b>	£6,000	£6,000	£6,000	

<b>Outcomes</b>	<b>Support</b>
	1. Local residents able to address health, social or educational needs – exercise, disability, youth, computer, leisure (knitting, sewing), and gardening – but also help to overcome loneliness and disadvantage by easily accessible and local inexpensive means. Lead to better community cohesion and improved individual well-being.
	2. Thriving volunteer network. Volunteer with a wide mix of skills and experience can support or lead activities with monitoring and back-up from coordinator, improving their life skills and employment prospect.
	3. Greater awareness of the Centre as a resource and its future use through outreach and publicity on local estates and other neighbourhoods.
	4. Generic advice resource with Council and / or voluntary sector to meet the needs of ‘drop-in’ visitors in need of advice and support.

	5. Referrals resources with centre as possible base, using activities for older, disabled and young people as attractions.									
	6. Established forum / consortium of local partners – groups and organisations to shape future community development of Lee Green area.									
	7. Improved communication links, ensuring steady exchange of information and promotion of other groups' activities and events.									
	8. Feasibility study of alternative structure (e.g. Community Interest Company) to increase sustainability of LGL and Centre.									
<b>Outputs: 2015 - 16</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1		% Achieved TD
1. Increase number of users by 20%. Both within existing activities and with additional activities organised with partners. Explore possible other activities either at the centre or elsewhere (e.g. parks, schools) through work with other local groups, organisations, enabling those organisations to flourish.	Users numbers increase by 20%	15 - 20	15 new users	Maintaining existing numbers, increase in some groups, some new	35 new users	Baseline, target and performance data submitted are not clear so difficult to ascertain if output has been met.				
2. Increase volunteer numbers, in particular,	Increase volunteer numbers	3 new Volunteers	3 new volunteer and	18 all of whom qualify for	18 volunteers	Baseline, target and performance				

through work with other groups and organisations e.g. Lee Fair Share time bank members, Trinity pupils, and reward them through expenses and / or Community Contributor Card (C3), currently being developed by Rushey Green Time Bank.			request from local organisation for volunteer from us	C3 card and 3 new volunteer this quarter		<b>data submitted are not clear so difficult to ascertain if output has been met.</b>				
3. More people able to take up and suggest new opportunities. More and possible new groups using centre.		2 new groups	2 new activities	3 new groups	<b>7 new groups / activities</b>	<b>Target across all three quarters was unclear, however 7 new recorded</b>				
4. Work with Council and others to develop proposal for generic advice and referrals.	Proposal developed	Advice session still tbc	None – Lewisham Advice still to deliver	Ongoing work in progress	<b>Not delivered</b>	<b>Not delivered</b>				
5. Work with Community Connections, Lee Fair Share and Youth Club	Effective system of referrals created	In process	Community Connection worker left post	Ongoing work in progress	<b>Some work undertaken but system</b>	<b>Partially delivered</b>				

to create effective system of referrals.					<b>not fully delivered</b>					
6. Work through Lee Green Assembly, using its Local Plan with other group and organisations to make sure development supports overall priority framework set down by Assembly.	Attend and play an active part in co-group and assembly	Active part and developing training for local groups	Yes play an active part and support the assembly framework	Continue to play an active part	<b>Delivered</b>	<b>Delivered</b>				
7. Create well-used website linked to other local groups and encourage more use of social media by all groups, organisations and individual users.	Website Developed	Assembly website, some use of Facebook	Regular and comprehensive use of website	Regular updates and use of local website	LGL website not delivered but use of local assembly website instead	<b>Partially delivered</b>				
8. Work with Affinity Sutton, Eco Communities, Soul Refresh Café / or other interested parties on developing new	New governance arrangement in place	Yes, with Affinity Sutton and Soul Refresh	Draft constitution for CIO by LGL and Soul Refresh	In progress	Partially delivered	<b>Partially delivered</b>				

governance arrangements.										
<b>Outputs 16/17</b>										
1. Sustain and increase number of users by 25% from a target of 1025, both within existing activities, through additional activities organised with partners, including community groups, meetings and our drop-in visitors.							<b>1300 attendance by end of year</b>	1085 total attendances despite summer break for many groups		<b>106%</b>
2. Increase volunteer numbers by 4, in particular, through work with other groups and organisations, e.g. Lee Fair Share time bank members, Trinity pupils and reward them through expenses and / or Community Contributor Card (C3), currently being developed by Rushey Green Time Bank							<b>20 volunteers by end of year</b>	14 volunteer at end of June 2016- some volunteers have moved on. Recruitment drive planned		<b>78%</b>

3. Seek to establish 4 new activities both at the Centre and elsewhere through work with other local groups and organisations to flourish and more people to take up local opportunities and activities.								<b>4 new activities</b>	1 new activity - Advice and advocacy		<b>100%</b>
4. Work with Lewisham Advice and others to develop proposal for generic advice and referrals. Develop alternative through advice and advocacy pilot. Total target 175 referrals								<b>Advice and advocacy pilot set up with 175 referrals across year</b>	28 referrals		<b>112%</b>
5. Work with Community Connection, Lee fair Share and Youth Clubs to create effective system of referrals								<b>Effective system of referrals set up and used</b>	Referral system set up. Record system being developed		<b>100%</b>
6. Work through Lee Green Assembly, using								<b>Support developm</b>	Successfu l		<b>100%</b>



its Local Plan with other groups and organisations to make sure development supports overall priority framework set down by Assembly							<b>ent in ward through assembly and Local Plan</b>	showcase held on June 18 with 12 groups plus LGL		
7. Dovetail work with LeeGreen.London (Assembly website). Contribute monthly activity update plus one article per quarter							<b>12 x monthly activity update &amp; 4 articles (1 per quarter)</b>	One monthly update and one article - Leegate		<b>Partially delivered</b>
8. Work with Affinity Sutton, Eco Communities, Soul Refresh Café and / or other interested parties on developing new governance arrangements.							<b>New governance arrangements in place</b>	Constitution agreed at AGM on June 28		<b>100%</b>

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

Lee Green Lives (LGL) has delivered some good work since July 2015 and met and exceeded some of its targets. However their quarterly reporting during 2015/16 has lacked clarity with a lack of baseline data for some targets to be able to establish whether they are delivered against target. For example, output 1 sought to increase user attendance and output 2 sought to increase volunteers at the centre and working with other groups; without understanding what the baseline figure was it is difficult to conclude whether the target has been met.

Officers have met with representatives from the organisation to discuss concerns found in the quality of their reporting and offered support and advice on what is expected from them to ensure measurable targets are set for 2016-17. These targets have been agreed with LGL and it is noted that monitoring returns have much improved. As such, officers can confidently report that LGL have met or exceeded their targets in 2016/17 in 6 out of 8 outputs and are on track to deliver across the full year.

Officers acknowledge and have seen first hand the good work that takes place in the centre and the key role it plays in the wider community / ward.

Have you achieved all of the wider outcomes outlined in the initial grant application?

Lee Green Lives was founded as charity in 2010 by local residents, with the support of the Assembly to bring life back into the rundown Leegate Shopping Centre. From inception, the group developed a wider community development remit, responding to the varied needs and aspirations of local people. This resulted in the creation of the Lee Green Community Centre where a wide range of activities was developed in response to local request to address loneliness and isolation, learning disability, mental health, older people's health, generic advice and referrals, youth provision and many more. The centre now has a growing and thriving list of activities, most of which are delivered and run by volunteers, supported by members of the management committee and the centre paid coordinator and a support whose awareness of local issues contributes to the invaluable resources at the centre. All of these activities and many more has contributed immensely and helps to build a stronger and more cohesive community through bringing together diverse sections of the local community who would not have otherwise met. Additionally, the Centre provides a venue for many local groups' meeting including the Lee Green Assembly Coordinating group.

LGL has achieved most of the wider outcomes listed in their initial application, with the exception of a few areas due to external factors. The organisation provides a valuable service, positively changing the lives of the vulnerable disadvantaged groups and individuals in the community. LGL continues to sustain and increases its activities all of which helps to overcome loneliness and disadvantage. A user survey conducted last year recorded an impressive 81% of users feel the centre has made a difference to their lives through the activities they attend, providing a solution to loneliness, mental well-being and the desire to learn something new.

LGL has maintained a steady thriving number of volunteer network with a wide mix of skills and experience for most part of last year, strengthening their skills and job prospects

through training and experience offered at the centre. Unfortunately this great work has not been captured well in their reporting. The organisation works well with local voluntary groups to develop and expand their volunteer network using Rushey Green Time Bank Community Contributor Card (C3) as an incentive. Although there was a small drop in the numbers of volunteers last year resulting from the closure of the youth club and some volunteers moving on or into paid employment, the organisation reacted positively to this change by embarking on a recruitment drive to increase its volunteers. Other local groups approach the organisation to supply them with volunteers to assist with their project.

The organisation offers practical support to build strong cohesive community exploring other possible activities both at the centre and elsewhere through collaboration work with other local groups and organisation. This enables the organisation to flourish and allows more people to take up local opportunities and activities. For example, the promotion of the centre has led to a new well used advice and advocacy and CAB sessions with big numbers of drop-ins and appointment-based residents attending. Recently, a local food bank has begun operating from the centre, more outreach is taking place in neighbouring estate assisting and encouraging unrepresented residents to develop better links with their landlord. The intervention by LGL has resulted in Affinity Sutton providing funding for events and activities to the centre to target their residents.

A recent addition to activities at the centre is their popular drop-in and appointment based Advice and Advocacy and CAB services. The organisation is in negotiation with Community Connections to develop a referral system with them and other agencies to support people with more complex needs.

LGL have actively engaged to widen their presence in Lee Green and beyond. They have recently produced a film promoting their work. They have led in strengthening local partnerships and in processes to developing a consortium of community groups in the Lee Green area, building on the successful Assembly Community Showcase, creating a platform where local groups can promote their work, improve working amongst themselves and together plan for services and funding challenges of the future.

The organisation also feeds into and supports the Assembly website with regular updates and articles as an alternative to developing their own website due to a lack of volunteer expertise.

A new governance arrangements is in process with the organisation upgrading its status to a Charitable Incorporated Organisation (CIO) and they are receiving free support from Affinity Sutton to develop a business plan to further this objective.

If no to either of the above:

- What are the mitigating factors?
- What plans are in place for improving performance?
- What progress has been made against actions agreed with your Development Officer?

2015/16

In 2015/16 outputs 1 and 2 have been classed as amber, being partially met due to the unclear baseline from which to measure performance, as described above. With regards to action planning, there were initial issues identified in establishing agreed measurable

targets with LGL from the outset at both ends. Feedback and support has since been offered to assist the organisation to set achievable indicative targets for each of their strand. Support and advice has been offered on how they can present acceptable system of reporting. We have since noticed some improvements in their reporting in Q1 of 2016-17.

Output 4 was around working with Advice Lewisham to develop a proposal for generic advice and referrals. This output was dependant on delivery by Advice Lewisham which was unfortunately unable to provide this service as their bid for funding was unsuccessful. LGL responded well to this obstacle by recruiting alternative services (pro-bono legal advice) to ensure some form of advice service was in place to address local needs. The issue has been resolved and a new well subscribed advice and advocacy and CAB services is now being offered at the centre in 2016/17; along with a consolidated and improved referral system in place.

Output 5 was around setting up an effective system of referrals. This has only been partially met in part due to the Community Connections workers leaving post, with a 3 month gap in provision.

LGL state that building a new relationship with the new worker and establishing a workable system of referral for more complex cases would take time, however the organisation took the initiative to seek other agencies who could begin to address this gap in the meantime.

Output 7 required LGL to develop its own website however on reflection it was agreed that it would be better engaging with and using the recently set up local assembly website so as to not dilute the offer already in place. LGL have been contributing articles and information to this website and the target for 2016/17 has been tightened to make this a measurable output.

Another external contributory factor that has impacted on the organisation inability to fully meet its targets was the sudden loss of the weekly generic Youth Club at the centre. The youth provision supported by Triple X experienced low attendance with numbers dwindling on a weekly basis. This resulted in the project taking the decision to limit provision to half-term and school holidays only which in retrospect affected the numbers of youth referrals expected.

LGL has had some staffing changes and their first paid support worker left shortly after taking up position as she was unable to meet her commitments. A replacement support worker has been secured to provide more effective administrative support for the coordinator in order to free up their time to do more outreach work. However, these staffing issues have had an effect on LGL ability to deliver some of its targets in 2015/16; including increasing the number of volunteers.

Work has begun with the Assembly to establish an effective consortium of local groups and organisation to reduce duplication and enable a more joint up working towards achieving a common purpose

The new CIO, once established, will increase organisation financial flexibility in attracting additional funding.

What local support/evidence of need can you identify for the work you are undertaking?

LGL's role as a community organisation is largely based on responding to the needs of local people and facilitating their involvement in issues affecting their lives. Although the organisation has conducted a basic user survey, they do not have the capacity to conduct an evidence based survey. The organisation manages the only community centre in the ward. They conduct regular outreach in the community engaging the hard to reach group encouraging and supporting them to access the varied activities and supportive services on offer at the centre and elsewhere in the ward. Some of these activities (Notably the Advice and Advocacy and CAB services) has become so popular that it has placed the centre at full capacity. There is evidently a great demand for these services in the area.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

There are no obvious or immediate significant savings that could be found for LGL.

What alternative funding streams are you already pursuing?

Discussions held with LGL showed there is a reliance upon main grant funding for the continuation and survival of their provisions. Apart from main grant fund, other sources of funding comes from private donations and small charges secured from hire of space to local groups to hold their meetings. Attempting to minimise current expenditure will result in cutting back on the delivery of some of its vital activities. However, this might change in the near future as work has already began to change the status of the organisation to CIO. It is envisaged that this will offer the organisation more flexibility in yielding more diverse ways of spreading cost and seeking funding from other sources.

For now LGL is fully reliant upon main grant funding and there are no bids currently in process. However, they are currently looking into the possibility of funding opportunities from People's Postcode, London Community and Affinity Sutton Community Fund. LGL has encouraged delivery partners (Advice Lewisham and CAB) to look for alternative funding as a condition of its continued use of the centre.

LGL has also cited the impact the loss of funding previously provided by Lewisham Public Health for the well-attended weekly older people exercise and the Get Together Club (an activity supporting people with learning disability). LGL did not spend its full main grant funding in 2015/16 and is using the underspend in 2016/17 to enable the continuation and the survival of both services in the short term. No funding has been identified to continue both activities. LGL has been advised that it would probably need to charge participants or seek alternative funding to continue both activities as these are not formally part of the main grant funding. It has stated that it is unlikely they will impose the first as the beneficiaries of these activities cannot afford to pay.

Are there any other funding streams that you can identify that the council can support you to access?

The organisation has sought support and advice from the Council in identifying suitable funding which will enable them to continue the work they deliver to meet local needs.

Currently they do not have the resources and expertise to progress this action. Officers have suggested that the organisation consider crowd funding to assist them to secure funding for the continuation of some of its activities in the interim.

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

LGL is unique in its formation. It is the only organisation developed from an Assembly priority and set up as a charity to bring back life into to the run down shopping centre. The group has since evolved and adjusted their remit to meet the needs and aspirations of local people across the ward. The Community Centre created and managed by the organisation offers a range of activities in response to local request. The group has mentioned that they are unaware of similar organisation in Lewisham operating in the same way but they are nevertheless are open to suggestions. LGL work in partnership with numerous organisations on project based activity; e.g. Bromley and Lewisham MIND, Trussell Food bank, and Sydenham garden.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

LGL is lacking in local agencies or groups with whom they might share resources. They are limited to existing smaller community groups run by volunteers which themselves are operating on very little or no resources. Partnership with other local groups is usually one-way as many look upon LGL for support with the one resource they have i.e. the community centre to deliver some of their activities paying a nominal fee. It is envisaged that a positive development would emerge when the consortium is established, where the discussion could take place around sharing resources. Contribution could be either through provision of volunteers, expertise in social media, finance or legal advice.

Affinity Sutton have agreed in principle to partner with LGL in a new community centre arising out of the Leegate redevelopment; and in the meantime provide free support in governance and financial planning.

What support might you need to move these suggestions forward?

LGL are keen to seek assistance on what training and funding opportunities might be suitable to progress the work of their organisation. They have already sought support from VAL to get their finance record in order. Further help have been sought from Council's Finance section as part of their "community experience scheme" but this has not progressed much as yet.

Currently, the organisation feeds into the assembly website to promote its work. They have expressed a wish to sought technical training for some of their volunteers which would enable them to develop an active website of their own.

#### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

Discussion with LGL took place around reducing their funding by more than a pro-rata cut. This is due to:

- the unclear and under performance in 2015/16
- underspend of their grant 2015/16
- main grant funding is subsidising an activity previously funded by Public Health.

Officers believe that despite this LGL have been delivering some good work, addressing needs in the ward, and delivering against their wider outcomes and the general ethos of the grant theme; and are confident that the revised and strengthened outputs for 2016/17 will put LGL on a better footing.

As such, an agreement was made to reduce LGL's funding by 35%.

LGL believe that this will not have an adverse impact on their ability to continue to deliver their outputs in the short term due to the carry-over of £12,578 from 2015/16. LGL would be able to maintain reserves; but would be required to put together successful project bids in the medium term to continue all activities.

Have you modelled this cut and developed an action plan for its implementation?

Following discussion with officers LGL have modelled what a 35% cut would look like and will follow this up with more detailed analysis of their income and expenditure forecasting.

#### Conclusion

**Any other comments / areas discussed**

#### Conclusion and recommendation

Lee Green Lives provides practical support to build a strong and cohesive community in Lee Green ward. A key principle underpinning the work of this organisation is evident in its approach at facilitating activities aimed at addressing disadvantaged residents in the area, supporting people in overcoming loneliness and isolation, learning disability, mental health, older people's health, provision for young people and leisure activities. All of these activities and many more takes place in a disused retail unit developed into a community resource centre within the run down Leegate shopping.

They have made every effort to maintain a steady numbers of volunteers who assist the organisation in delivering of some of its activities. Outreach in neighbouring housing estates has led to a new well subscribed Advice and Advocacy and CAB services.

However, due to under and unclear performance against targets in 2015/16 and an underspend of main grant funding; officers are **recommending a 35% cut to Lee Green Lives main grant.**

Equalities groups disproportionately impacted by recommendations

Ethnicity:	√	Pregnancy / Maternity:	
Gender:	√	Marriage & Civil Partnerships:	
Age:	√	Sexual orientation:	
Disability:	√	Gender reassignment:	
Religion / Belief:			

Commentary and potential mitigations:

The grant funding provided to Lee Green Lives (LGL) is for the benefit of the wider community. In addition LGL facilitates and provides activities to vulnerable people including two activities - The Get Together Club (activity for people with learning disability) and sitting exercise for older people – which may be disproportionately impacted by the recommended 35% cut. Officers will work with LGL to mitigate or reduce this impact when agreeing new outputs and outcomes for 2017/18.

It is important to note that attendance to the Get Together Club attracts participants borough-wide and is not restricted to Lee Green residents only.



## Main Grants 2017-18 report

<b>Name of organisation</b>	<b>Lewisham Community Transport Scheme</b>
<b>Date of meeting</b>	<b>21 September 2016</b>
<b>Names and positions of attendees</b>	<b>Carl Handley, Chair Dave Heeps, Director James Lee, LB Lewisham Head of Service Winston Castello, Community Enterprise Manager, LBL</b>

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Total funding received 2015-16	£36,000	N/A	£12,000	£12,000	£12,000
Total funding to be received 2016-17	£48,000	£12,000	£12,000	£12,000	£12,000

<b>Outcomes</b>	<b>Support</b>
	<p><b>Reducing isolation and promoting social inclusion, particularly amongst</b> elderly people and to enable voluntary/charitable organisations members to engage and become more successful in society</p> <ul style="list-style-type: none"> <li>• Strengthened capacity of voluntary sector</li> <li>• Voluntary Sector able to influence policies and plans of decision making bodies</li> <li>• Deliver citizen led solutions</li> <li>• Develop the capacity of the voluntary sector through support and training</li> <li>• Increase opportunities for communication within voluntary and statutory sector</li> <li>• Increase volunteering across the borough</li> <li>• An environment where volunteering is accessible</li> <li>• Effective volunteering opportunities</li> <li>• Increase the quality of volunteering</li> </ul>

<b>Outputs:</b>	2015-16 Target	2015-16 Q1	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	2016-17 %
Passenger numbers will continue to increase from the current 3,750 per quarter.	1,5000	-	8,297	12,457	17,629	17,629	117%	15,000	5286	35%
Group members will increase above the current 210 per year	+210-	-	15	21	34	34	Achieved	280	284	101%
LCTS will monitor the amount of existing lunch club/elderly/disability groups and monitor the increase of this	Ongoing – monitoring indicates increased access from these groups						100%	Ongoing		
425 group journeys per quarter	1,275	-	496	871	1315	1,315	103%	2268	586	26%
1, 300 passenger journeys through Access Lewisham per quarter	3,900	-	2,096	4,141	4,172	4,172	107%	5,200	2150	41%
LCTS will monitor the amount of groups who are members (currently 210) and actively encourage those who do not currently use the service to do so	Monitoring indicates increase in membership						100%	Ongoing		
LCTS will attend all meetings at which are deemed to be relevant to keeping people active and helping themselves	15 relevant meetings attended -						100%	15	4	27%
LCTS will keep active members informed via email, website and also direct prospective members to these, and/or send out literature to them	Members kept informed of developments –plan to update website						100%	Ongoing		
150 volunteer drivers will receive training to the nationally recognised MiDAS standard	150		90	33	31	154	100%	200	60	30%

LCTS will actively aim to recruit 8 new volunteers for use by groups who cannot provide their own driver	4	-	3	2	3	9	112%	8	3	37%
LCTS will continue to achieve high standards in volunteering opportunities	Ongoing monitoring of volunteering opportunities						100%	Ongoing		
Vehicles downtime will be kept to a minimum	Ongoing monitoring of usage of vehicles						100%	Ongoing		

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

All the agreed outputs have been achieved, with the organisation over-achieving in the following areas:

- Passenger numbers for the period concerned
- Number of groups joining the transport scheme

The organisation has also monitored the number of lunch club services and organisations working with older residents and people with disabilities. This area continues to provide a significant number of service users.

Have you achieved all of the wider outcomes outlined in the initial grant application?

The organisation aims to strengthen the capacity of voluntary and community sector organisations. It achieves this through providing training for mini-bus drivers and working with organisations to provide the transport element of their programme to enable them to access service users who ordinarily would find it difficult to attend activities.

The organisation works particularly with Voluntary Services Lewisham to enhance volunteering and is a partner in the delivery of Access Lewisham services aimed at vulnerable adults.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

All outputs have been achieved.

What local support/evidence of need can you identify for the work you are undertaking?

The organisation highlighted the significant level of demand it had experienced in the past year. This included increased demand from organisations that have had their funding reduced elsewhere and increased demand as a result of the Access Lewisham initiative.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

The organisation outlined its current membership arrangements and its charging policy. Members are charged from £15 - £100 per year dependent on their status, with small community organisations charged lower amounts. For the use of vehicles, organisations are charged £30 per day and 90p per mile. The charging policy is based on providing sufficient income to operate the vehicles, with the Council grant being used to pay the three employed staff members. The organisation has considered changing its charging policy, but feels that an increase in prices would adversely affect those users most in need of transport services. In highlighting their specialism, Lewisham Community Transport Scheme stated that they have an expertise in managing vehicles and ensuring that they are well maintained. They stated that it was possible for them to make a contribution to the management of the current private vehicle scheme, currently managed by Voluntary Services Lewisham as part of the Access Lewisham initiative.

In discussing their partnership with Voluntary Services Lewisham as part of the Access Lewisham initiative, the organisation welcomed the possibility of building the capacity of this project by increasing the number of individuals catered for. There was also discussion regarding the potential to increase the current charge per journey from £5.50 to cater for those on personal budgets.

Lewisham Community Transport currently has six mini-buses, two of which are dedicated to the Access Lewisham project. The other four vehicles are hired out to a range of community groups. The organisation stated that demand constantly outstrips the supply of vehicles. They further stated that they have applied to different funders for resources to invest in new vehicles but without recent success. They estimated that the purchase and fitting out of a second hand vehicle (five years old) would cost from £15,000 to £18,000.

What alternative funding streams are you already pursuing?

The organisation expressed its priority as being to concentrate on its core services, citing the examples of other community transport initiatives from neighbouring boroughs, where organisations had gained commissioned contracts which were given priority over their community transport role, and when these contracts had been lost, the schemes in question had collapsed.

However, the scheme director had prioritised the identification of different funding sources for the replacement of vehicles.

Are there any other funding streams that you can identify that the council can support you to access?

The organisation expressed an interest in working with the London Borough of Lewisham as a potential beneficiary of asset transfer opportunities, to identify any vehicles that the Council is planning to decommission from its current fleet. They asked to be kept informed of any opportunities.

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

In discussing the forthcoming move of Voluntary Service Lewisham (VSL) from their current premises to co-locate at the Leemore Centre with Lewisham Community Transport Scheme (LCTS) and other organisations, LTCS expressed the view that they felt that any closer collaboration with VSL would run the risk of diluting their service offer, which they felt could then be deprioritised if they were part of a larger organisation.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

The organisation said that it was still exploring the possibility of working with other organisations, although they felt that their service was very specialised. However, with VSL's planned move to Leemore, there may well be increased opportunities for collaboration.

What support might you need to move these suggestions forward?

At this stage, the organisation asked to be kept informed of any developments in the Council's transport policy for vulnerable adults and young people with special needs.

### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

The organisation anticipated that there would be a significant reduction in the level of services provided, particularly if there was a 25% reduction in the income from their Access to Lewisham partnership with VSL, which would result in a £20,000 income reduction.

Have you modelled this cut and developed an action plan for its implementation?

The organisation had not undertaken a full analysis of the potential impact of a 25% cut. The likelihood is that the organisation would reduce its current staffing level through the loss of one of the current three posts or a reduction in hours across all staff positions.

## Conclusion

### Any other comments / areas discussed

The organisation emphasised the potential impact on the wider community facilities were their service to be reduced, because of the servicing role that they provide to a wide range of groups and the potential impact on the most vulnerable residents.

### Conclusion and recommendation

**It is recommended that the organisation receives a pro rata reduction in its grant.**

However, it needs to be noted that, should there be a pro rata reduction in the Access Lewisham project for which LCTS provides mini-buses, this is likely to have an impact on service delivery.

### Equalities groups disproportionately impacted by recommendations

Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:	X	Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:			

### Commentary and potential mitigations:

This organisation works with groups across all Lewisham communities and demographics. However, there is likely to be some disproportionate impact on young people and older residents. The impact is to be mitigated by closer collaborative working with other voluntary sector organisations, particularly VSL.

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## Main Grants 2017-18 report

Name of organisation	Lewisham Disability Coalition
Date of meeting	30 <sup>th</sup> August 2016
Names and positions of attendees	Roz Hardie, Director Winston, Community Enterprise Manager, LBL

Group Name:	Total	Q1	Q2	Q3	Q4					
Total funding received 2015-16	£77,500	N/A	£25,833. 33	£25,833. 33	£25,833.33					
Total funding to be received 2016-17	<b>£103,333.33</b>	£25,833. 33	£25,833. 33	£25,833. 33	£25,833.33					
Outcomes	1. Disabled people receive quality speciality advice and information 2. Increase number of disabled people receiving the benefits they are entitled to 3. Disabled volunteers trained to deliver and advice form filling sessions 4. LDC supports quality assurance and consistency of advice provision across the borough 5. The social model of disability is promoted across Lewisham through member engagement in specific projects									
Outputs:	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	2016-17 Q2	% Achieved TD
550 clients assisted with their cases	550	247	304	287	<b>838</b>	<b>152%</b>	733	330		
Increase in positive financial outcomes for clients	£155,750	£173,571	£208,048	£73,090	<b>£454,709</b>	<b>292%</b>	<i>To be agreed</i>	£19,917		
Increase capacity to meet demand	3	1	3	3	<b>7</b>	<b>233%</b>				

Participation in Advice Lewisham partnership	3									
		1	3	3	7	233%				
Design and deliver three discrete disability equality projects per annum	2.5	0.5	0	2	2.5	111%				
LDC engagement with prioritised LBL/partnership consultations						Engaged with priorities				

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

LDC has achieved all its stated outputs. The number of individuals provided with advice services has significantly exceeded their forecast. 500 was forecast and 838 was achieved.

The organisation also achieved its outputs in the area of participating in Advice Lewisham partnerships and the design of three discrete disability projects per annum.

For 16/17, the organisation is keen to revise outputs to include targets not only for its advice services but for its representative role as a borough-wide disability campaigning organisation.

Have you achieved all of the wider outcomes outlined in the initial grant application?

The organisation has developed its partnership working during the course of the year, making a significant input to the borough wide equalities working group. A number of initiatives have been developed to improve access to services for people with disabilities. Work undertaken has included initiatives involving Fusion Leisure Services, where the organisation has worked with Fusion to identify ways to increase the number of people with disabilities accessing leisure services in the borough.

Other significant initiatives have included a campaign to highlight hate crimes aimed at people with disabilities.

LDC is developing its strategy to improve its role as an organisation campaigning for and representing the interests of people with disabilities. Their plan going forward includes: the promotion of access and inclusion; and the development of initiatives to challenge barriers and all forms of discrimination. The organisation is aiming to achieve a position where LDC becomes a source of expertise on matters relating to access and inclusion.

During the course of the year, the organisation has made a positive contribution to the borough-wide review of grants-supported advice services and its director is represented on the advice services project board which is seeking to re-shape the grants funded advice services. It also achieved the Advice Quality Standard.

During the course of the year, LDC's trustee board has been significantly strengthened and a number of outstanding issues relating to governance and financial management have been tackled.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

N/A

What local support/evidence of need can you identify for the work you are undertaking?

The organisation has established positive links with a range of partner agencies working with people with disabilities. The advice service it offers is seen as specialist provision to which other advice providers refer clients requiring specific support relating to their disability.

The organisation reports extremely positive feedback for the service they deliver. They further state that the move to digital channels risks a reduction in access to services for people with disabilities.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

LDC is taking part in the advice review and is contributing to the re-design of services across the borough.

What alternative funding streams are you already pursuing?

LDC has identified a range of activities that it is undertaking to pursue funding from alternative sources. This includes:

- Health to provide HIV transition services
- Trust funds via City Bridge
- Research funds in partnership with Goldsmiths
- An increase in online donations

They have submitted three funding applications which have been unsuccessful, but they believe that improved recording of outcomes and a more attractive annual report will support more effective fundraising in future.

Are there any other funding streams that you can identify that the council can support you to access?

LDC is keen to support Neighbourhood Care Networks if funding is available.

They have also stated that they would seek support from the Council to become an advice and digital inclusion hub, including support for their office to become a one stop service for disability.

### **Work with groups to consider mergers or asset sharing**

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

LDC is in discussion with all disability organisations in the borough and currently considering a change to its articles of association in light of recent horizon scanning activities.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

The organisation feels that, given its involvement in the advice review, it is restricted in its ability to discuss service re-design with other organisations outside the Advice Lewisham partnership. Nonetheless, with regard to its representative role, LDC has made links with similar organisations in Greenwich and Bexley and may consider mergers or asset sharing. LDC is also exploring the potential for shared services with other organisations, including ICT and payroll.

What support might you need to move these suggestions forward?

The organisation has stated that assistance with brokerage, guidance on TUPE implications of Advice Lewisham's service design, clear advice for equality work in the borough and access to key health and wellbeing discussions would all be helpful in enabling them to move work forward. The organisation would also welcome assistance from Lewisham officers in resolving difficulties it is experiencing regarding the lease on their Lewisham owned premises.

### **3. Pro-rata reductions across all groups**

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

The organisation has undertaken a review and believes that a 25% reduction would have an impact on service delivery. However, some of this might be mitigated by the results of the advice review. Nonetheless, the likely impact would include the loss of at least one member of staff or a reduction in staffing hours.

Have you modelled this cut and developed an action plan for its implementation?

The organisation's trustees have discussed the potential cut and believe that the way forward could include developing a disability one stop shop which includes other services which could attract additional income. The organisation will also consider renegotiating staff contracts to make them more generic and enable broader team working.

## Conclusion

### Any other comments / areas discussed

The organisation is keen to take a strategic approach to any changes in income. It is also keen to continue the development of LDC as a key strategic partner for the local authority as well as the delivery of services.

### Conclusion and recommendation

**A pro rata reduction in grant is recommended.** However, the impact of the cut on the additional role of LDC as a representative organisation needs to be recognised. This recommendation is conditional on the full involvement of LDC in the review and the organisation's commitment to jointly plan and deliver advice provision across the borough.

### Equalities groups disproportionately impacted by recommendations

Ethnicity:		Pregnancy / Maternity:	
Gender:	X	Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:	X	Gender reassignment:	
Religion / Belief:			

### Commentary and potential mitigations:

LDC works principally with people with disabilities. This group is likely to be disproportionately affected by a reduction in services. 60% of the organisation's service users are women, a group which would also be disproportionately affected by a reduction in services. The impact of this will be mitigated by the planned advice service changes which will provide better planning for service users and improved referral arrangements between the existing advice providers.

## Main Grants 2017-18 report

<b>Name of organisation</b>	<b>Lewisham Pensioners Forum (LPF)</b>
<b>Date of meeting</b>	<b>15 September 2016</b>
<b>Names and positions of attendees</b>	<p><b>Stephen McGann – Forum Coordinator,</b>  <b>Lucy Formolli – Development Officer Cultural Development (Lead Officer),</b>  <b>James Lee – Head Culture and Community Development (C&amp;CD).</b></p> <p><b>Follow up meeting on Thursday 6<sup>th</sup> October 2016. Attended by</b>  <b>James Lee (C&amp;CD)</b>  <b>LPF Executive Committee members including: Chair - Bridget Sam Bailey,</b>  <b>Founder and Committee members- Doris Smith,</b>  <b>Other Executive Committee representatives, names not available</b>  <b>LFP Administrator - Tamsin Baccaus</b></p>

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Total funding received 2015-16	<b>£30,000</b>	<b>N/A</b>	£10,000	£10,000	£10,000
Total funding to be received 2016-17	<b>£40,000</b>	£10,000	£10,000		

<b>Outcomes</b>	<b>Support</b>
	<b>Wellbeing Project:</b> Facilitating a proactive and successful wellbeing project in partnership with other older peoples groups to meet the needs of individuals who have protected characteristics under the Equality legislation, combating loneliness and bringing people together.
	<b>Digital Drop-in:</b> To promote and advance the digital inclusion of older people by making information more accessible; empowering older people to use email, skype, online services, etc. Continued development of partnerships with local and national business and community groups to co-ordinate accessible and fun digital inclusion projects for older people.
	<b>Renewal:</b> Increase the membership of LPF to revitalise the organisation and keep it relevant to the challenges faced by pensioners in Lewisham. Improved resource of 'What's On' information that can be shared digitally.

	<b>Financial Fair:</b> Raise the awareness, knowledge and capabilities around financial issues in general, highlighting the need for vigilance and developing a more critical approach to the claim of the financial industry and the choice of products on the market. Improve the financial wellbeing of older people living and working in Lewisham. Tackling financial inequality, maximising income, and supporting vulnerable people.									
	<b>Community Cohesion:</b> Continuing with our own use of volunteers in a range of activities, e.g. on each mail-run and be present to engage with the public at the regular Friday stall and at LBL and other events, e.g. Carers Day. Increasing sense of connection to their community among the elderly by encouraging volunteering; Encourage older people to volunteer and support, where relevant, the Council's new Community Neighbourhood Development initiatives Keeping older people connected and informed.									
	<b>Networking:-</b> Building cohesive communities by maintaining links between various bodies, service providers, groups and community centres throughout the borough, who provide services, information, support, activities for the elderly.									
	<b>Developing Partnerships:</b> The Forum will continue to promote and broker partnerships that connect services to older people, that maximise access to services and guidance and which make good use of human and financial resources.									
<b>Outputs:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	<b>2015-16 Total</b>	<b>% Achieved</b>	2016-17 Target	2016-17 Q1	2016-17 Q2	<b>% Achieved TD</b>
<i>e.g. run 12 classes for older people</i>	12	2	5	3	<b>10</b>	<b>83.3%</b>	16			
<i>e.g. deliver 7 workshops</i>	7	1	3	3	<b>7</b>	<b>100%</b>	9			
<i>e.g. 100 new referrals</i>	100	35	40	22	<b>92</b>	<b>92%</b>	133			
In partnership with local and national stakeholders we will co-ordinate two Financial Fairs in 2015/16 bringing local and national advisors and other resources to the Borough. The themes for these fairs are determined by the feedback from the 2014 Financial Fairs. These Fairs will be open to people 50+ across the borough and each will be widely publicised to maximise participation.	1	N/A – One in Q1	0	1 – 28th October	<b>1</b>	<b>100%</b>	<b>1</b> (in Q3)	N/A	N/A	<b>N/A till Q3</b>
A Hustings for up to 60 to ensure that older people are given an opportunity	0	N/A – One in	0	0	<b>0</b>	<b>N/A</b>	<b>1</b>	1 x EU ref	N/A	<b>100% on Session</b>



to hear how candidates propose addressing the issues and challenges facing older people – Hustings will be structured to maximise Q&A time so that the voices of older people are heard		Q1 (28 April) 45 attendees						Hustings 35 attendees		delivered <b>58%</b> on attendees
A publicised talk with guest speaker on the 'Journey to Democracy' for up to 60 older people combined with afternoon tea as part of the national 'LiberTeas' event.	1	N/A – One in Q1 (June)	N/A	N/A	N/A	N/A				
Increase membership – Target is 75 additional members each year which needs to absorb the natural decrease that we experience annually.	75 – 25 x 3 Quarters	13	14	12	39	52%	80	7	8	18.75%
Monthly low-cost no-cost social activities including FREEDOM PASS Days to London's iconic places of interest	9	3	3	3	9	100%	11	3	1	36% - on target
Regular weekly IT learning coordinated in partnership with other groups as part of the Wellbeing and Lifelong learning project and recruitment of IT "buddies" as part of Monday Project	36	0	12	12	12	100%	44	12	12 – now rebranded digital drop in	27% - on target
Co-ordination of exciting digital partnership projects that encourage participation e.g. recent O'Cha project with Goldsmiths University, MyCompleteFocus, Phoenix Housing, Green Man IT Hub – where LPF members were supported in a 'real time' skype project with secondary school children in Japan.	4	1	2	1	4	100%	8	0	0	0%

Bi-monthly public Forums: These raise awareness about the challenges to local and national agendas with speakers and an opportunity to discuss and debate topics.	5	3	2	2	7	140%	8	1	2	37.5% - on Target
Monthly Meetings of Executive Trustees: To examine, feedback and discuss issues on the local and national agenda as well as oversee good governance of the Forum.	9	3	3	3	9	100%	10	2	3	50% - on Target
Bi Monthly Newsletter sent to individual members and ad hoc round robin e-mails	6	2	2	2	6	100%	6	1	2	50% - on Target
Friday Stall: The Forum's regular stall in Lewisham Town Shopping Centre (twice a month).	14	10 – inc summer events	4	5	19	135%	20	8	6	66%
Ongoing distribution and updating of the 'Older People's Information Network Directory for Lewisham' – helping existing organisations build their capacity. Dissemination of information between networked groups (110) and members through its website and through the Forum bi-monthly newsletter, several copies of which are delivered/posted to all network groups.	up to 5000 copies	Ongoing	Ongoing	Ongoing	Dist is ongoing to plan at all events and through other channels	100%	Up to 5000 copies – this is being revised to include an online directory and app	ongoing	ongoing	TBC

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

LPF are achieving or exceeding the majority of targets, they are however behind on 1 target of increasing membership numbers. In 2016-17 are behind on the coordination of the delivery of digital inclusion events.

As above, membership is increasingly falling year on year and efforts to encourage new members are proving difficult. In 2015-16 they achieved only 52% of target members. 2016-17 is behind schedule for their target this year.

Although events are being put on and therefore reaching their target of event delivery, numbers of attendees at these events are falling which put this at amber.

There have been no special digital partnerships and events this year. The move from the Saville Centre has been cited as the reason for this, but there are opportunities to use alternative venues so it is unclear why this output has stalled.

Have you achieved all of the wider outcomes outlined in the initial grant application?

Wellbeing Project – this project was faltering after the move from the Saville Centre. The Forum continues successfully to deliver its Monday Project but age and infirmity has had some impact on the Knit & Knatter group. LFP intergenerational partnership with some local young mothers who wish to learn to knit will have a positive effect. Monday Project venue at the Owen Centre at University Hospital Lewisham (UHL) is not ideal and LPF are hopeful of a move to a more accessible and accommodating setting – current options include St Mauritius House.

Digital Drop in and addressing the digital divide are cornerstone outputs and outcomes for the LPF and the digital weekly sessions are starting to get traction, although moving from the Saville has had an impact on the drop-in side but these are rebounding. UHL is not ideal location for these sessions, but they are gaining in popularity over time. There have been discussions to deliver them in St Mauritius House. They are behind this year on delivering the digital events.

The financial fair continues to be a popular attraction for older people, as does pensioners day, although numbers are dropping for the more traditional hustings and information meetings held by the forum

Networking and providing opportunities for community cohesion are taking place, the forum attends community events and assemblies and embraces other organisations being a part of their newsletter. There is a question mark over the distribution of this. There is potential to work with the pensioners Gazette to help their newsletter reach more people and is a potential partnership that could be brokered. This has not been raised as an option with the organisation as yet.

One of the outcomes is to develop partnerships, however it appears that when presented with some partnership opportunities that the forum feel they are not right for them to be involved with. The LFP Coordinator suggests this is due to the perception that LPF are different to other older people's organisations as a campaigning group. However their

move to being more service delivery based suggests this is not an entirely accurate assessment.

An example of this such is not being a part of the joint Seniors / Ackroyd membership scheme. They do however create partnerships where they feel it is appropriate for the organisation and their meeting to re definite their mission and aims will help them to focus their partnerships more effectively

The outcomes and outputs are as agreed in the initial application process.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

### **Mitigating factors**

With regard membership there are no mitigating factors which is a source for concern. There is a question over whether diluting the aims of the organisations to encourage funding from a fully campaigning organisation has had an impact. Discussion was had around if this was an irrevocable decline due to the changing nature of politics and campaigning over the last few years. The Board feel that by adjusting the branding of the organisation and delivering to a wider age group, this could be offset and firmly believe there is a need for an organisation acting as the voice for older people in Lewisham and a campaigning body for older adults.

With regard falling figures at meetings and events, It has been stated that the move from the Saville Centre has had an impact, as older people not wishing to change routine can feel uncomfortable in a new venue and are not turning out as in the past. However this could also be due to falling membership numbers and an issue over the delivery of the offer.

There are no mitigating factors around delivering 'exciting tech events' as there are many other options to run these events with partners in other locations. However it was cited that the move from the Saville and a change of coordinator pushed some of these events to the back burner and they should catch up over the year.

The move from the Saville centre to the old town hall has had an impact on older people dropping in to the forum which was important to help older people and the outcome of reducing isolation – their move to the Old Town Hall will exacerbate this issue as it is not an open office. The potential move to St Mauritius house might help improve this drop in facility.

### **Plans to improve performance**

There are plans in place to diversify on some of the projects run by the Forum. For instance they are looking into developing a Man Cave to encourage older men which there is evidenced need for in Lewisham.

There is also a discussion happening around running retirement courses for the soon to retire – working with businesses and recent retirees. This is all in the early discussion stages. There is potential to sell this service to businesses in Lewisham.

Coordinator states that having to deliver the Monday project is diluting effectiveness of the campaigning work as a quarter of the coordinators time is focused on delivering the Monday project and Digital Drop-ins

**Actions developed with Lead Officer**

Coordinator and Lead officer have discussed developing the membership offer and to have a stronger online presence. The LPF have recently joined twitter and are trying to improve their web presence. There has also been discussion around broadening partnerships.

Attempts have been made to broaden the partnership events of the Forum through working with other organisation. LPF have improved their contact through the Positive Ageing Council newsletter.

**What local support/evidence of need can you identify for the work you are undertaking?**

With 30 years in Lewisham the LPF have extensive knowledge of the borough and of older people's needs and issues. The initial application suggested that they were in a strong position to position themselves as a hub for older peoples organisations across the borough

The Coordinator raised questions about the relevance of the organisations without the strength of membership and of their campaigning arm as membership targets are so difficult to meet. Coordinator was clear that he felt the board needed to refocus in order to take a leadership role in campaigning in Lewisham on the behalf of older people. The strategy meeting on the 6<sup>th</sup> of October suggested that although the LPF are not prepared to change their key mission they are prepared to change their aims and objective to achieve it.

However there was a discuss that perhaps the political climate in 2016 is vastly different to when the forum was set up in 1986 and that the want from older people to campaign has diluted. This cannot be taken forward until broader discussion happens with the board and they clarify their mission at their strategy meeting

The Coordinator did state that they had some small scale campaigns they were currently looking into and campaigns was still an agenda item at every meeting.

The LPF are keen to develop a campaign around toilets for public use in Lewisham. There is need for this after a questionnaire carried out by Positive Ageing Council stated that 75% of respondents cited toilets for public use were the most important issue when shopping town centres and shopping hubs. There is a distinct need for this within the older person community.

**2. Negotiate reductions and seek alternative funding streams**

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

There are no relevant proposals, other than a merger, that can deliver significant savings. They do not have a building and rent space in the old Town Hall.

The Forum have already introduced a £10 annual membership fee. There is no scope to raise this and membership is already falling without greatly improving the membership offer.

Reducing events such as Pensioners Day will only deliver a minor saving. Lewisham's Main Grant pays coordinator and administrator.

What alternative funding streams are you already pursuing?

There are funding applications in the pipeline but these are all small bids under £10,000.

They have recently had a successful bid for £660 to deliver chair based exercise sessions at their Monday club.

The bids they are pursuing are around increasing the frequency of their newsletter to bring in extra membership, creative arts projects, increase the digital drop in offer.

The Forum are hoping to do a Big Lottery bid to help deliver the above and the aforementioned Men's Cave and Retirement services. This bid would be towards supporting salaries as well.

Are there any other funding streams that you can identify that the council can support you to access?

None were raised at this meeting, however with new and renewed potential after a rebrand the Lead Officer will work with the organisation to access funding streams not previously considered

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

There was a detailed discussion around merging and asset sharing.

The LPF Coordinator has called a meeting of Trustees for the 6<sup>th</sup> of October 2016 to strategize over the future of the organisation. There was a feeling from the coordinator that if the LPF did not come up with a strong plan for future development, re assess their aims and mission that the organisation could fold. It was suggested by the coordinator there was a possibility that the LPF could become redundant.

The Lewisham Pensioners Forum are in the process of partnering with St Mauritius house to deliver the Monday project. There is an attitude within the organisation that merging or partnership working was not appropriate for LPF in most instances, as they are still fundamentally a campaigning organisation over delivery. This was clarified with the Executive Committee that the LPF could be both.

There is also an impression from the Executive Committee that the LPF have been asked to think about mergers as the council are trying to force them into a merger with POSAC.

This was clarified by officers that there was no intention to force this and as POSAC is part of the Councils Constitution it wouldn't be possible.

Suggestions about possible mergers, particularly with 'Seniors' was raised. Lead officer suggested the possible benefits for the LPF from this thought of a merger would be space for the men's project, drop in facility to negate the loss of the Saville Centre, a place to deliver the Monday project, access to office space and access to more and diverse membership.

There was also a suggestion around taking on more one to one advocacy for individuals.

It was felt that 'Seniors' would not be an option that the Executive Committee were unlikely to discuss due to issues they feel 'Seniors' have dealing with their building. This was confirmed at the subsequent meeting with the committee on the 6<sup>th</sup> of October.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

As above there are currently no organisations that the LPF have approached around sharing resources, however there are potential options that can be raised with the organisation around working more actively with trade unions to support their campaigning work and potential to share resources with the Lewisham Pensioner's Gazette around delivery and distribution of the newsletter – these are approaches still to be raised with the Executive Committee

What support might you need to move these suggestions forward?

LPF Coordinator agreed that they would attend a joint meeting of some groups to discuss asset sharing and potential to merge or work more closely together if it was arranged by the council.

#### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

At the initial Main Grant meeting on the 15<sup>th</sup> of September, the cut was not directly discussed as the coordinator stated that the Executive Committee Meeting planned for the 6<sup>th</sup> of October to reconfirm aims and mission of the organisations will influence this outcome.

Coordinator is proposing 2 plans to the committee.

The first plan is about going forward and refocusing either as campaigning or as delivery organisation but not both. The other plan is to seriously discuss the future of continuing and possible wind down of the organisation.

Discussions at the meeting on the 6<sup>th</sup> of October concluded that the LPF are keen to continue as a delivery organisation, delivering the Monday Club project to older people, with some changes of offer that should enhance the offer to users. This includes moving the sessions from the unpopular Owen centre at UHL, to St Mauritius House – which is a location nearer to the Saville Centre, their previous base and more of an appropriate set up for their members and an existing base for older people.

The LPF are keen to strengthen the memberships offer, including increased trips enhancing the bi monthly newsletter and reinvigorating their campaigning strategy, becoming the indispensable voice for older people in Lewisham.

It was also agreed that far more outreach was needed by the organisation, to other older peoples groups and individuals, as part of their offer to the council.

The Committee also felt that a rebranding of the organisation in early 2017 was important to increase membership. This is intended to be a significant rebranding - essentially removing the term 'Pensioners' from the organisation's name and focus on a 45+ approach.

The LPF emphasised the importance of the LFP remaining and enhancing their importance as a voice for social justice for older people as well as adapting and improving their delivery to the most at need by providing activities through the Monday club project.

The organisation were keen to stress that they were different to other older peoples organisations in that their ethos was more focused around being that strong voice and campaigning for the rights of older people in the long term on local and national issues.

Have you modelled this cut and developed an action plan for its implementation?

The LPF held an away day strategy meeting on the 6<sup>th</sup> of October, to model the cut and discuss the forward strategy for the organisation. They were unable to schedule this prior to the Main Grant meeting. C&CD manager attended part of this meeting to speak to the board regarding the appendix B questions. The outcomes of that meeting are referenced in the above section.

The Executive Committee decided that a rebrand would be preferred option and officers are minded to support this initiative. However, if this does not prove successful then further discussions will have to take place regarding the ongoing grant.

## Conclusion

**Any other comments / areas discussed**

**Conclusion and recommendation**



The Lewisham Pensioners Forum have delivered on most of their outputs and outcomes, they are however below on a key output of increasing membership, which is vital to keep a campaigning organisation relevant and viable. There are no mitigating factors for this. They are taking significant moves to address this by reviewing their aims and objectives as noted within this report.

These aims and objectives were clarified at the Executive Committee Away Day to include renewed focus on Campaigning and being the primary voice for older people in Lewisham, rebranding to remove the term pensioners from the organisation title, reinvigorating the membership offer and focusing on service delivery through the Monday Club project by relocating to a more suitable venue.

There is little supporting evidence for the relevance of a purely campaigning pensioners body in this current climate, however by potentially opening the Forum up to wider campaigns for older adults in general, rather than focusing on 'pensioners' this could be addressed. However evidence of success of campaigns is directly linked to the success of the organisation and demonstration of need.

The LPF do small scale fundraising applications but need to consider more substantial applications to become financially sustainable in the event of further reductions from LBL.

The organisation are not prepared to consider a merger as they feel that they are unique with a unique ethos and therefore do not sit comfortably within another working model that would be involved with merging with another organisation.

Asset sharing also was not considered as a priority for the organisation, however the LFP would be involved in an asset sharing workshop to be arranged by LBL for Main Grant Funded older peoples organisations

The Lewisham Pensioners Forum are planning a significant rebrand and change to offer which is being factored into delivery changes in the event of an LBL cut.

The Lewisham Pensioners Forum are achieving or exceeding on most target outputs and outcomes and have significant organisational changes in the pipeline to address the membership target.

The Executive Committee decided that a rebrand would be preferred option and officers are minded to support this initiative. However, if this does not prove successful then further discussions will have to take place regarding the ongoing grant.

**It is recommended that the Lewisham Pensioners Forum received a pro-rata cut**

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## Main Grants 2017-18 report

<b>Name of organisation</b>	Lewisham Speaking Up
<b>Date of meeting</b>	31 August 2016
<b>Names and positions of attendees</b>	Will Davies, Advocacy Service Manager Lynne Laidlaw, Trustee Petra Marshall, Community Resources Manager LBL

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Total funding received 2015-16	£65,000	N/A	£21,666	£21,667	£21,667
Total funding to be received 2016-17	£86,666	£21,666	£21,666	£21,666	

<b>Outcomes</b>	<b>Support</b>
	1. As a result of our advocacy activity, service and support, people with learning disabilities will gain access to services they need and are entitled to, with an increasing emphasis on voluntary support, working to improve quality of life plus social well-being of our beneficiaries.
	2. People with learning disabilities will gain advocacy support to tackle exclusion, feel better connected and will have improved confidence when asserting rights and views within their own local communities.
	3. People with learning disabilities with a diverse range of abilities, needs and backgrounds will have improved independence, choice, and control over lives that are safer with strong local advocacy support.
	4. Lewisham Speaking Up, as an Independent Advocacy organisation, will strengthen its impact and influence on local policy and practice in the area it works for the benefit of people with learning disabilities

<b>Outputs:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	2016-17 Q2	% Achieved TD
1. Provide a 1-2-1 advocacy service for up to 100 adults with learning disabilities in Lewisham, supported by professional and volunteer advocates.	75	25	26	23	74	98.6%	100	18		72%
2. To support 8 active volunteers as both 1-2-1 advocates and self advocacy group supporters.	8	7	8	7	Average 7.33	91.66%	8	8		100%
3. Facilitate self advocacy activities such as Big Group and People's Parliament for 320 people with learning disabilities.	240	77	90	119	286	119%	320	68		85%
4. Support 6 self advocates who have learning disabilities as experts by experience for participation work as instructed by Lewisham.	6	6	6	5	Average 5.66	94.44%	6	6		100%
5. Produce a quarterly newsletter.	3	1	0	1	2	66.66%	4	0		0%

6. Provide Self Advocacy Training for up to 40 people with learning disabilities. (10 per quarter)	30	7	7	11	25	83%	40	18		180%
7. Support four people with learning disabilities as Trustees, to maintain the organisation's user led ethos.	3	3	3	3	3	100%	4	4		100%

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

In 2015/16 Lewisham Speaking Up (LSU) achieved over 90% in 5 out of their 7 outputs and exceeding the target in one output. They under achieved against output 5 – quarterly newsletter; only producing 2 out of the 3 required newsletters. This was due to the Director retiring who previously had responsibility for this, and the bedding in of new projects. These new projects will now provide content for forthcoming newsletters. They also underachieved against output 6, providing self-advocacy training for 25 rather than 30 people with learning disabilities. This was a new project, piloted in the first two quarters and as such was finding its feet. Quarter 4 saw an increase in take-up; partly fuelled by a collaboration with LESOCO which LSU hope to continue. It is anticipated that the shortfall of 5 beneficiaries will be achieved during 2016/17 on top of their target of 40 for the year; and indeed performance in the first quarter for 2016/17 for this output was 180%.

In 2016/17 LSU are against target for 4 out of their 7 targets; but are confident that they will catch up and deliver against the year's target by March 2017 (indeed 2 of the main outputs where they are slightly below target both exceeded 90% in 2015/16).

**2016/17:** in Q1 4 out of 7 outputs achieved over 90%, with one exceeding target. Output 1 is lower than expected at Q1 due to the reliance on volunteers for this part of the project, which makes it unpredictable. A drop-in advocacy service will be added to the 1-2-1 project to help boost numbers and meet the target. No People's Parliament took place in Q1 (output 3) due to recruiting for a new Parliament Lead. No newsletter was produced in Q1 (output 5) due to the Director retiring; but LSU expect to be back on track from Q2 and are looking to produce an online newsletter.

Have you achieved all of the wider outcomes outlined in the initial grant application?

LSU seek to improve the lives and experiences of people with Learning Disabilities such as access to services and entitlements, social well-being, tackling exclusion, confidence to speak up and assert rights. It is clear from the qualitative and quantitative feedback that LSU are meeting these wider outcomes outlined in the original grant application. LSU are particularly proud of employing people with learning disabilities as 'experts by experience', paying a rate above the living wage. LSU is the 'go to' organisation for the council when engaging in quality checking; collecting views to ensure quality provision.

In addition they had a condition to provide support to adults with learning disabilities during the adult social assessment process. This was provision for the council to call upon LSU if advocacy was required around Care Act requirements. To date this hasn't been requested but LSU are willing to respond (within reason) to such requests should they come through.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

See first box above. Whilst there are a small number of outputs not met, it is felt that there are mitigating reasons for this and where possible LSU will make up the shortfall during 2016/17. Two new projects have now started and so the organisation is more settled. In addition five new volunteer advocates were trained and ready to take on cases in July plus two volunteers who will support the Advocacy Service Manager.

What local support/evidence of need can you identify for the work you are undertaking?

LSU always seek to evaluate their impact and understand the need for their services and support. For example, feedback from the self-advocacy training has been very good (especially young people in transition), outlining the need for this new project. Applying for and being successful for Comic Relief and Trust for London / City Bridge Trust helped focus the organisation on the impact of their service.

LSU helps Lewisham Council meet its responsibilities related to quality services for vulnerable people; improves inclusion and equality and provides statutory agencies with the opportunity to hear all voices. Officers from Learning Disability commissioning within the council strongly support the work that LSU undertake.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

The organisation moved away from paid advocates to volunteers two years ago, reducing its expenditure significantly in response to budget cuts. From then the organisation has built a solid base and are confident that they can continue to recruit and train further volunteers to support delivery of agreed targets.

There are no other opportunities for significant savings that could be made that wouldn't have a knock on effect on service users.

What alternative funding streams are you already pursuing?

With the support of a consultant fundraiser the organisation has successfully secured three year grant from Comic Relief for core funding of the People's Parliament (£112k). The Lewisham grant supports the 'feeder' work with individuals and groups, attracting larger participation in the parliament.

At the time of the meeting LSU had an application in for £17k for core funding from Comic Relief Core Strengths Funding; however subsequently found out that they were unsuccessful.

LSU were also successful in getting grants from City Bridge and Trust for London to establish Hate Crimes programme, totalling £125k.

LSU is also commissioned to provide services to the council e.g. supervision of volunteer programmes and quality check exercises, to the value of £20k per year.

LSU have started providing services to other organisations, e.g. Voice for Life work at Lewisham College, which they hope to build on.

The organisation note that many trusts and donors are reducing the amount of funding available and many consider the services that LSU deliver to be a statutory responsibility of government and local authorities and therefore are reluctant to fund.

Are there any other funding streams that you can identify that the council can support you to access?

LSU were keen to point out that the confidence that the council places in the organisation and its work via the grant contributes to their reputation as an effective and reliable organisation, and that this helps with fundraising from trusts and foundations.

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

LSU are in conversation with Heart n Soul and Entelechy to possibly share some of the management of volunteers, e.g. recruitment, training, vetting etc. They have met with Lewisham Disability Coalition and are working in partnership to organise a forum of Lewisham based organisations providing range of services including advice work and advocacy. LSU are collaborating or seeking to collaborate with a number of organisations, including Mencap, and Contact a Family.

Whilst there is clear partnership working in place and small scale sharing of resources there is limited scope for financial savings from these.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

As above.

What support might you need to move these suggestions forward?

N/A

### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

LSU rely heavily on volunteers (having moved to volunteer based 1:1 advocacy programme) and have two paid members of staff. A reduction of 25% would require a cutting of staff hours, reduction in communications to beneficiaries and would have an impact on wider service delivery and subsequently grant outputs. It is likely that the most vulnerable advocacy cases would be hardest hit as these are most resource heavy.



The part time Director retired recently and is unlikely to be replaced; and the two staff remaining have received a small pay rise to reflect the additional duties they took on as a result. This has left a modest saving to the organisation which will help cushion some of the impact of a 25% cut.

Have you modelled this cut and developed an action plan for its implementation?

LSU have modelled the 25% cut and an action plan is now being developed which has and will continue to take into account the wishes of the organisation's beneficiaries as to their preferences for continuation. Review of reserves policy has indicated that a small sum could be made available each year to help with budget management and 'rainy day' needs; still leaving around 4 months of core expenditure.

### Conclusion

**Any other comments / areas discussed**

**Conclusion and recommendation**

Lewisham Speaking Up are performing well, and where there is slight under performance they are forecast to make this up over the course of the year. They are a well-respected organisation delivering a much needed service and challenge. There are no obvious options for alternative funding, mergers or asset sharing, **therefore it is recommended that they receive a pro-rata cut.**

Equalities groups disproportionately impacted by recommendations

Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:	x	Gender reassignment:	
Religion / Belief:			

Commentary and potential mitigations:

Lewisham Speaking Up provides advocacy and support to people with learning disabilities. Any pro-rata reduction in their funding will have a disproportionate effect on the protected characteristic of disability; however officers will work with the organisation to mitigate this impact as much as possible when agreeing new outputs for 2017/18.

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## Main Grants 2017-18 report

<b>Name of organisation</b>	<b>Lewisham Youth Theatre (LYT)</b>
<b>Date of meeting</b>	<b>15 September 2016</b>
<b>Names and positions of attendees</b>	<b>Lou Errington General Manager (maternity Cover) -Lewisham Youth Theatre Helen Stanley – Creative Director, Lewisham Youth Theatre Andy Thomas – Cultural Development Manager, London Borough of Lewisham Nancy Stridgen – Development Officer, London Borough of Lewisham</b>

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Total funding received 2015-16	32,355	-	10,785	10,785	10,785
Total funding to be received 2016-17	43,142	10,785	10,785	10,785	10,785

Outcomes		<ol style="list-style-type: none"> <li>1. Young people aged 8-24 explore and develop creativity by taking part in arts activities as active participants</li> <li>2. Young people aged 8-24 gain improved wellbeing, resilience, social skills and emotional literacy through participation in positive drama activities</li> <li>3. Lewisham people of all ages have more opportunities to engage with the arts</li> <li>4. Young people who otherwise may not be able to engage with the arts have increased participation in the arts.</li> <li>5. Young people and community members gain skills and knowledge progression pathways, leading to greater access to opportunities.</li> </ol>			

<b>Outputs:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	2016-17 Q2	% Achieved TD
1. 100+ young people aged 8-24 take part in 4 sustained youth theatre projects.	100	60	87	159	159	159% numbers of YP 250% projects	100	192		192%
2. 100+ sessions delivered across 4 youth theatre age groups	70	58	62	167	167	239%	90	265		294%
3. 80 participants take part in 4 intensive production weeks culminating in a performance	50	54	29	70	70 (3)	140%	80	115		143%
4. % Participants report increase in creative skills	No target	29	27	62	62	No target 95%	No target	104		No target 84%
5. All session focus on development of key social & emotional skills % increase	No target	58	62	167	167	No target	No target	265		No target
6. Participants report increase in social & emotional skills	No target	29	39	74	74	No target 95%	No target	119		No target 90%
7. 200+ participants in 10 LBL schools in areas identified as high on the indices of deprivation participate in free recruitment sessions.	160	24	169	206	206 (9)	129%	200	233		116%
8. 400+ young people, community members & family engage with LYT's activities as audience members	400	500	60	521	521	130%	400	726		182%
9. 10 x storytelling sessions delivered in early years settings and primaries, reaching 200+ under 10s and families.	8	0	3 (95)	8	10 (206)	125%	3	4 (124)		133%
10. 40+ young people attend professional theatre performances	20	0	17	39	39	195%	40	51		127%

11. 50% of LYT's annual members are identified as low income, special educational need or 'at-risk' by referral partners, or are self-referred as in-need.	50%	<b>80%</b>	83%	86%	86%	<b>140%</b>	50%	<b>81%</b>	<b>162%</b>
12. 10 referral partners (including schools, colleges, and youth services) engaged in referring young people to LYT projects	10	<b>1</b>	9	20	20	<b>200%</b>	10	<b>26</b>	<b>260%</b>
13. 1 x outreach project at partner venue targeting young people at risk	0	<b>0</b>	0	0	0	<b>Happens in Q1</b>	<b>1</b>	<b>1</b>	<b>100%</b>
14. 2 x Step-Up projects targeting 10 x young people aged 16-24 who are not in full-time education, employment or training	2	<b>0</b>	1	2 (24)	2 (24)	<b>100%</b>	2	<b>2</b>	<b>100%</b>
15. 20 young people engage in 10 x Members Committee sessions develop leadership skills	20	<b>0</b>	22	41 (14)	41 (14)	<b>205%</b>	0	<b>0</b>	<b>Not in this quarter</b>
16. Members Committee plan and deliver 2 x Member-led events (including AGM)	2	<b>0</b>	2	2	2	<b>100%</b>	<b>0</b>	<b>0</b>	<b>Not in this quarter</b>
17. 10 x Bronze & Silver Arts Awards and minimum of 5 AQA unit awards	6	<b>0</b>	0	5 (55)	5 (55)	<b>86% timing of moderation of entered in Q1 1617</b>	<b>5 (5)</b>	<b>11 (55)</b>	<b>100% Bronze and Silver 1100% AQA Arts Awards</b>
18. 10 x young people facing disadvantage take part in one-to-one mentoring.	10	<b>0</b>	16	25	25	<b>250%</b>	10	<b>25</b>	<b>250%</b>
19. 4 x Work Experience placements for members aged 14+	2	<b>1</b>	2	2	2	<b>100%</b>	3	<b>4</b>	<b>133%</b>
20. 25 x Volunteer placements from community members and education placements	20	<b>16</b>	3	33	33	<b>165%</b>	20	<b>33</b>	<b>165%</b>

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

Lewisham Youth Theatre (LYT) has overachieved on all outputs for 2015/16.

Numbers of young people and community members reached are significantly higher than targeted.

- 159 young people regularly access the youth theatre across 4 age brackets. (159% target).
- The number of sessions 239% of target.
- 20 local agencies currently refer young people to LYT.

86% of annual members of LYT are identified as being from low income households, have special educational needs or are stated as being 'at-risk' by referral partners, or are self-referred as in-need.

### **Schools**

415 young people participated in schools, 206 of those took part in a Primary School storytelling project aimed to address mental resilience.

### **NEET – Step Up**

24 young people (target 10) engaged with the 'Step-Up' projects for young people aged 16-24 who are not in full-time education, employment or training. **This programme has had a retention rate of 85%, and 64% of participants reengaged with education/employment after attending.**

### **Arts Award**

11 young people have been entered for a Bronze or Silver Arts Award by the end of Quarter 1 2016/17. Lewisham has one of the lowest take up of Arts Awards in the South East and LEAN have been tasked by 'New Direction' to encourage more schools and organisations to take up this UCAS accredited certification. Other than Trinity Laban, Lewisham Youth Theatre as an arts organisation have the largest numbers of young people being supported through this. 55 young people have also gained the lower level AQA award against a target of 5.

### **Members Committee / Peer Mentors / Volunteer placements**

41 young people are actively involved in the Members Committee. Peer mentors are structured to work with younger age groups. There were 33 volunteer placements against a target of 25.

Have you achieved all of the wider outcomes outlined in the initial grant application?

The organisation has achieved all wider outcomes during the 2015/16 period.

### **Outcome 2. Young people aged 8-24 gain improved wellbeing, resilience, social skills and emotional literacy through participation in positive drama activities**

LYT run programming at Lewisham Park for young people who are CAMHS service users. CAMHS also refers young people to the main youth theatre. Feedback from CAHMS include "This project is highly valued within Lewisham CAMHS. Clinicians report young

people being discharged following attendance.” 25 young people also received specialised mentoring during the 9 month period.

LYT has also developed 4 new programme strands to support vulnerable participants who need more support to engage (Life Skills, Forum Theatre, Step Up workshop, Technical Theatre).

**Outcome 3. Lewisham people of all ages have more opportunities to engage with the arts**

Catford Tales involved partners from local education, business and creative sectors including 2 schools, Lewisham Adult Education, Lewisham Libraries, The Peoples Patchwork, The Big Draw Lewisham, 4 local artists and Lewisham Archives.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

Output not over 90%:

**Outcome 17. 10 x Bronze & Silver Arts Awards and minimum of 5 AQA unit awards**

This output measured 86% at the end of 2015/2016 due to the timings when moderation occurs during the year. 6 entries in quarter 1 16/17 brings the 12 month total to 11. The number of AQA's (basic level) Arts award was greatly above target (55 with a target of 5).

What local support/evidence of need can you identify for the work you are undertaking?

Evidence provided by the organisation showed that in 2015/16 88% of young people engaged with LYT were not engaged with the Lewisham Youth Service. 65% of participants face significant disadvantage (mental health, marginalisation, low academic expectation and attainment), 53% live in low-income households and 75% are BAME.

The organisation expressed that referrals from local services are increasing and young people are presenting with more complex mental health needs. LYT has developed 4 new programme strands to support vulnerable participants who need more support to engage (Life Skills, Forum Theatre, Step Up workshop, Technical Theatre).

- LYT is free for young people to attend and 80% of participants advised that they could not participate with a charge.
- Programmes have been expanded over the last 3 years but all projects remain oversubscribed, requiring in some instances over 30% of applicants to be unsuccessful.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

The organisation stated that overheads are only 8% of LYT's current budget and majority of costs are core staffing salaries for those that directly support programme delivery. It was stated that cutting posts would require reduction of participant numbers to ensure safety is not jeopardised due to the high proportion of vulnerable young people in sessions.

What alternative funding streams are you already pursuing?

The organisation has gained or is actively seeking funding from the sources below. These streams represent project funding (with the exception of the Individual Donor programme) and would not replace the pro-rata cut of Lewisham funding.

- Individual Donor programme
- St James Place Trust, William Wates Memorial Foundation, Henry Smith Foundation, Children In Need, Sumner Wilson Foundation.
- 5 year Big Lottery Fund grant has just ended, reapplying in 2017.
- Hillcote Trust.
- Heritage Lottery Fund, Ironmonger's Company, PIMCO, Trusthouse Foundation, Twinkle Trust, City Bridge Trust, Garfield Weston Foundation.

It was stated by the organisation that LBL funding of £46K (Main Grant and Youth Service £6K) has enabled £130k of other funding to be brought into the borough (based on 16-17 budget).

Are there any other funding streams that you can identify that the council can support you to access?

Lewisham officers will support the organisation with information on corporate and business sponsorship and developers in the borough.

## 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

LYT has been in partnership with and based at Broadway Theatre since 2002 and benefits from shared resources, opportunities and assets. They discussed that they are open to working with another host and would like to be the specialised youth provision for an arts centre model.



The organisation expressed that LYT's methodology and offer is unique and while they are interested in growing to help further reach service demand, they do not believe a merger with another arts group is appropriate and would be effective at reducing costs.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

The organisation stated that sharing of resources takes place via:

- Health Improvement Training Team – Mental Health First Aid course.
- Subsidised or pro bono offers of space
- Asset sharing with other local youth and arts organisations. (equipment)

Other shared resources could not be identified. Current administration and bookkeeping is carried out by in house staff with other specialist skills. All staff, including the Executive Director and Administrator, are trained facilitators and involved in regular programme delivery. Other specialist functions such as legal advice and company finance are provided free of charge by key board members.

What support might you need to move these suggestions forward?

Lewisham officers will support the organisation with information on relevant opportunities.

#### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

It was stated by the organisation that a 25% cut (£10,785) would be taken from the core team staffing costs. This would reduce places by 20% (40 young people) by 2018. This will be increased if the £6.5K of Lewisham Youth First funding is also cut. Also stated was that a cut to core staffing would decrease the ability to evaluate and fundraise, having a long-term impact on LYT's sustainability.

2017-18 is a key year for funding as core grants from Big Lottery Fund (five years) and St James Place (3 years, funding the post supporting NEET delivery) end during this period. A Big Lottery funding gap of 12 months will also reduce income.

It was stated by the organisation that delivery may have to be cut further due to the added reduction in core funding from grants in 2017/18.

Have you modelled this cut and developed an action plan for its implementation?

As above.

## Conclusion

<b>Any other comments / areas discussed</b>			
<p><b>Flexible Partner / Growth to other geographic area of borough</b> LYT are a very flexible partner and have stated that they would like to grow and take on further outreach provision in different areas of the borough if needed.</p> <p><b>Growth CYP Mental health and resilience</b> LYT are interested in being considered for any strategic investment programmes that Lewisham Council may be considering in refocusing provision, and to help devise more services supporting mental health and resilience amongst age groups 3-24.</p>			
<b>Conclusion and recommendation</b>			
<p>LYT has had a successful year and exceeded outputs and outcomes. There are no clear opportunities for finding efficiencies through partnership or mergers and although the organisation is actively fundraising this will not replace cuts to Lewisham funding</p> <p>It is recommended that Lewisham Youth Theatre receive a pro-rata cut.</p> <p>During this monitoring and evaluation process it has become apparent that there is a lack of parity in levels of funding provided to different organisations for similar services that are being provided. Officers will be undertaking a review of grants awarded to organisations that provide similar activities around youth theatre and performing arts and expect to report back to Mayor and Cabinet in June 2017 with further recommendations.</p>			
Equalities groups disproportionately impacted by recommendations			
Young People, Disabilities, Ethnicity			
Ethnicity:	X	Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:	X	Sexual orientation:	
Disability:	X	Gender reassignment:	
Religion / Belief:			
Commentary and potential mitigations:			
<p>Lewisham Youth Theatre provides a service to young people, with high ratios of young people who are BAME. LYT also provides a service to young people with disabilities and mental health issues. Cuts to funding will therefore have a disproportionate impact on these groups. The organisation will continue to seek funding that will mitigate against these cuts and officers will provide support in exploring other ways in which this might be done.</p>			

### 3Main Grants 2017-18 report

<b>Name of organisation</b>	<b>Lewisham Multilingual Advice Service</b>
<b>Date of meeting</b>	<b>14<sup>th</sup> September 2016</b>
<b>Names and positions of attendees</b>	<b>Steve Sellars, Treasurer Liz Yilmaz, Advice Service Manager Winston Castello, Community Enterprise Manager, LBL</b>

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>					
Total funding received 2015-16	£30,750	N/A	£10,250	£10,250	£10,250					
Total funding to be received 2016-17	<b>£41,000</b>	£10,250	£10,250	£10,250	£10,250					
<b>Outcomes</b>	<b>Support</b>									
	1. At least £100k received in full year benefit payments by service users, reducing poverty and increasing security 2. Users wellbeing, family stability, health and confidence in accessing services for themselves 3. Volunteers speaking community languages gain workplace skills and become more enjoyable 4. Strengthened relationships between Advice Lewisham partners and other voluntary and statutory agencies 5. Being involved in the setting up of Pro Bono advice services available across the borough									
<b>Outputs:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	<b>2015-16 Total</b>	<b>% Achieved</b>	2016-17 Target	2016-17 Q1	2016-17 Q2	<b>% Achieved TD</b>
<i>To provide benefit claims for 40 users</i>	40/400	156	207	184	<b>547</b>	<b>137%</b>	100/600	257		<b>42%</b>
<i>To provide advice to 200 users with 500 issues</i>	200/500	147	160	142	<b>449</b>	<b>224%</b>	400/800	287		<b>36%</b>

2 volunteer receptionists supported every 6 months	2	1	1	0	2	100%	4	1		25%
1 volunteer advisor advisor supported	1	1	1	0	2	200%	1	1		100%
Quarterly Advice Lewisham Steering Group meetings										
Quarterly Advice Lewisham Forum meetings	3	2	1	1		100%	4	4		100%
Strategic development for options for developing Advice Lewisham free legal advice service						Achieved				
At least £100K received in full year benefit payments by service users	£100k	£38,569	£102,520	£29,784	£170,873	170%	£150,000	£112,004		74%

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

The organisation achieved all its output targets for 15/16. These were:

- to provide assistance with benefits claims for 400 users
- to provide advice to 200 users with 500 issues
- to support the development of two volunteer receptionists and one volunteer adviser
- to attend quarterly Advice Lewisham steering group meetings
- to assist users to receive an additional £100,000 in benefits payments

Targets have been updated for 16/17 to reflect the organisation's experience in delivering in the first nine months of the new grants programme. These are now:

- to provide 600 benefits claims
- to provide advice to 400 users with 800 issues
- annually to achieve a target of 400 service users reporting an improvement in wellbeing after accessing the service
- volunteer reception supported
- attendance at Access Lewisham events
- £150,000 received in benefits payments by service users

Have you achieved all of the wider outcomes outlined in the initial grant application?

The organisation has achieved its wider outcomes, including developing users' wellbeing, achieving improved health outcomes and increased confidence, and improving the skills of volunteers to make them more employable.

The organisation has also played an important role in the development of the Advice Lewisham partnership and its work in re-designing advice services across the borough. In addition to the general advice offered to clients, LMLAS has also supported individuals in advice and support to access local services, including helping those in distress to access food banks. The organisation's work in developing volunteers has also been positive in enabling service users to progress into employment. The highest proportion of language-related support has gone to speakers of Tamil and Albanian, as well as significant numbers of Somali and Turkish speakers. LMLAS is able to access a wide range of language support via its own staff and volunteers - Arabic (2 dialects – Middle Eastern & Moroccan), Kurdish (Iraqi & Syrian), Pashtu, Farsi, Sylheti, Albanian, Turkish, Tamil, Somali, Romanian, Urdu, French, Italian, Polish.

The organisation believes that the work it is undertaking is significantly contributing to increasing the security of service users and reducing poverty.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

N/A

What local support/evidence of need can you identify for the work you are undertaking?

LMLAS is the only grant funded organisation offering advice services to users in their mother tongue. The organisation provides support in eight different languages, including French, Arabic, Turkish and Tamil. The organisation is currently developing its partnership with LRMN, working on immigration-related matters.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

The organisation will be moving to the Leamore Advice Hub which will lead to improved partnership working and potential savings on back office costs.

What alternative funding streams are you already pursuing?

LMLAS has developed a strategy to attract funding from different sources. They have lodged the following bids:

- A bid for a three year contract with the Big Lottery Fund – outcome awaited
- Comic Relief bid - unsuccessful (no Lewisham organisations were successful)
- Financial Capability bids submitted in partnership with CAB & ECO were unsuccessful.
- Bid to the Gannett Foundation in partnership with Advice Lewisham for computers – outcome awaited
- The organisation has also developed a number of small bids to businesses – these have received positive responses but on condition that there is success with other bids.
- LMLAS is currently preparing a bid to City Bridge, and will then continue to source other funders.

The organisation currently works with AFRIL, for which they receive an income for delivering information sessions. In addition, LMLAS is seeking to be a deliverer of services as part of the Syrian Refugee Initiative and is seeking funding from City Bridge to support its delivery.

Are there any other funding streams that you can identify that the council can support you to access?

LMLAS would like to work closely with the Council to explore potential opportunities which may arise from the development of the Leemore Hub.

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

LMLAS has expressed an interest in working closely with a number of other organisations, including LRMN, 170 Community Project, Evelyn 190 and AFRIL.

LMLAS works with LRMN to host an immigration surgery. The intention is to make this a weekly activity. They supply an adviser to 170 Community Project to lead a Turkish session once a week on their premises. They also supply two advisers for two sessions a week to AFRIL, who pay them for this service. They have agreed to take work experience students on 16 hour placements from Lewisham & Southwark College advice & guidance course for which they are paid £200 per student.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

No group currently identified but the organisation is open to collaborating with groups that share similar objectives and values. This will be facilitated by the organisation's move to the Leemore Centre.

What support might you need to move these suggestions forward?

The organisation would like to work with Council officers to ensure that the Leemore Centre is a success and to ensure that LMLAS's identity and expertise in working with speakers of other languages is recognised.

### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

The organisation has analysed the potential impact of a 25% cut and feels that the impact would involve reducing the current nine language sessions pro rata by two or three.

Have you modelled this cut and developed an action plan for its implementation?

The organisation has considered different models but these would be dependent on the results of current funding bids.

## Conclusion

### Any other comments / areas discussed

With regard to mergers, LMLAS believes there are significant new opportunities when they operate as part of the advice hub.

The organisation is further developing its links with Lewisham and Southwark Colleges, particularly providing placements for students on interpreting courses.

### Conclusion and recommendation

The organisation is a participant in the advice review and will play a critical role in terms of providing advice to speakers of languages other than English. **A pro rata cut is recommended.** This recommendation is conditional on the full involvement of LMLAS in the review and the organisation's commitment to jointly plan and deliver advice provision across the borough.

Equalities groups disproportionately impacted by recommendations			
Ethnicity:	X	Pregnancy / Maternity:	
Gender:	X	Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:			
Commentary and potential mitigations:			
<p>The target group for this organisation is speakers of English as a second language. A reduction in funding would have a disproportionately adverse effect on this group. Over two thirds of users are female, a group which would also be adversely affected by a cut in services. The impact of this will be mitigated by the planned advice service changes which will provide better planning for service users and improved referral arrangements between the existing advice providers.</p>			



## Main Grants 2017-18 report

<b>Name of organisation</b>	<b>London Amateur Boxing Association</b>
<b>Date of meeting</b>	<b>28.09.2016</b>
<b>Names and positions of attendees</b>	<b>Paul King- Development Co-Ordinator, London ABA</b> <b>Andy Thomas – Cultural Development Manager, London Borough of Lewisham</b> <b>Maya Onyett - Volunteering and Cultural Participation Manager, London Borough of Lewisham</b>

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>					
Total funding received 2015-16	£15,000	N/A	£5,000	£5,000	£5,000					
Total funding to be received 2016-17	<b>£20,000</b>	£5,000	£5,000	£5,000						
<b>Outcomes</b>										
<p><b>1. Attract New Funding to deliver 5 Satellite Centres across Lewisham focussed hard to reach and in-active communities either in community centres or education settings, offering sporting and recreational activity free of charge to improve health and well being</b></p> <p><b>2. The Five clubs through the local and Borough networks will seek to attract more Members</b></p> <p><b>3. Train 6 Teachers to Boxing Tutor or Level 1 NGB standard</b></p> <p><b>4. Increase overall participation in boxing.</b></p>										
<b>Outputs:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	<b>2015-16 Total</b>	<b>% Achieved</b>	2016-17 Target	2016-17 Q1	2016-17 Q2	<b>% Achieved TD</b>
<i>2 Sessions per Week over an 8 Week period consisting of 2 Hours per session, delivered by 2 Qualified NGB Coaches, who are DBS cleared</i>	48	16	16	16	<b>48</b>	<b>100%</b>	64	16		<b>100%</b>
<i>400 New Participants into boxing</i>	300	130	115	152	<b>397</b>	<b>132%</b>	400	120		<b>120%</b>
<i>Increase Club Membership-signposting to clubs</i>	45	15	10	25	<b>50</b>	<b>111%</b>	60	35		<b>233%</b>

<i>Deliver 5 Externally Funded Satellite Centres across Lewisham</i>	4	1	2	2	5	125%	5	0	**0% Planning stage
<i>TA staff to dedicate Voluntary Time of circa £70K per year to coaching in the Community- 6 coaches volunteering</i>	5	3	2	2	7	140%	6	0	**0% Planning stage
<i>Working with NEET Young People across Lewisham and Using Sport for Development of 10 Young People</i>	10	0	6	6	12	120%	12	0	**0% Planning stage
<i>In-conjunction with Comic Relief and the Evening Standard Dispossessed Fund create and deliver a Gang and Knife Crime Intervention Project, To deliver in the Satellite Centres across Lewisham targeting Young Men</i>					<b>Delivered project</b>	100%	0		TBC
<i>Train 5 Teachers to Boxing Tutor or Level 1 NGB standard</i>	5	0	0	3	3	60%	6	0	**0% Planning stage

**\*\*Planning stage denotes a period of preparation and / or a period of non-activity due to programmed dates in other quarters. The project for the year is on track.**

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

The London ABA has delivered well against its outputs, either achieving or exceeding 100% in all but one out of eight, which reached 60% of its target. Mitigating factors can be found below.

Have you achieved all of the wider outcomes outlined in the initial grant application?

The organisation has achieved the wider outcomes, delivering a wide reaching approach to increasing participation in boxing.

The ABA has engaged primarily with the resident Lewisham Affiliated Clubs as well as the Schools and Colleges where outreach work was targeted initially. Sedgehill and Haberdasher Aske Schools plus LESOCO were made a priority after carrying out assessments in-conjunction with teaching staff. Progression routes were also developed into the two largest clubs in Lewisham, Double JAB and London Military and Army Amateur Boxing Clubs (both voluntary organisations).

Another key highlight has been the engagement with William Hill Bookmakers through the Double Jab Club in New Cross which has created 'A Sport for Development' initiative where 12 Lewisham young people have been in employment for 5 months now.

Double Jab was visited by Prince Harry who attended the club to view the work they have achieved with the London ABA and Lewisham council support.

The ABA and council officers are currently working with Double Jab to resolve matters around finance and accommodation.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

The organisation underachieved against the target of training 5 Teachers to Boxing Tutor Level 1 NGB standard in the Borough. The actual training was delivered but two teachers that received training moved to schools outside of Lewisham. However the organisation aims to deliver training before Christmas to rectify this.

What local support/evidence of need can you identify for the work you are undertaking?

The London ABA is experiencing a high level of demand through Clubs and other partners to provide opportunities for young people particularly.

The programme of work contributes strongly to wider health objectives to increase engagement in physical activity and reduce obesity.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

There are no proposals currently but the organisation will continue to explore opportunities to find future savings.

What alternative funding streams are you already pursuing?

The ABA has continued to be pro-active in seeking funding to ensure that targets are maintained and outputs reached as well as ensuring that new activities around boxing are introduced into Lewisham where opportunities arise.

A successful application was made to Comic Relief/ Evening Standard Dispossessed Fund and extra investment was achieved and ring fenced for a further £15,000. Having a number of very historical clubs and a vibrant region supporting the projects they feel they are reasonably placed to ensure sustainability for all their partners and activities.

The ABA are due to submit an Awards for All in October and should know whether it has been successful by the end of in November 2016. They will also be seeking to access funds through MOPAC

The Double Jab ABC (Moonshot Centre, New Cross) were also supported through the project to access new funding from the charity, Sported.

The ABA were also successful in securing a £10,000 Small Grant Award from Sport England to buy equipment and run outreach work at Goldsmiths College. This targeted the health and well-being of inactive young BAME Women and Girls as a priority.

The investment agreed target to be sourced by 2017 was £40,000. Currently the organisation has attracted and confirmed over £33,000 of funding which equates to about 82.5% of the total to be reached

Are there any other funding streams that you can identify that the council can support you to access?

The organisation will inform officers when these opportunities arise.

## 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

The programme of work already coordinates boxing activities across the borough, involving a number of clubs. There are other regional and national organisations providing similar support that could deliver in the borough. There is a clear need for a structure to

support the local boxing clubs, create pathways into their services and introduce more activities and events in Lewisham.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

No opportunities have been identified so far but the organisation will explore new ways of working with other organisations

What support might you need to move these suggestions forward?

No support is currently needed but the organisation will make the Council aware if any opportunities arise.

#### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

As previously highlighted, the ABA has been successful in identifying alternative and supplementary funding through various agencies such as Comic Relief/ London Community Foundation and Sport England.

The organisation will continue to seek alternative funding opportunities in the future and seek to ensure that no reductions in services take place.

Have you modelled this cut and developed an action plan for its implementation?

The organisation adopts a flexible approach that can adapt to varying levels of funding. However as noted it is hoped that no cuts to service delivery will be necessary.

#### Conclusion

**Any other comments / areas discussed**

#### Conclusion and recommendation

Following the meeting with the London Amateur Boxing Association, the council has been made aware that there has recently been a breakaway organisation formed within London. They are called the **Amateur Boxing Alliance** (still ABA) and also have a London region called '**London ABA.**' This is a breakaway from the only recognised National Governing Body (NGB) 'England Boxing.' The London regions of England Boxing is now called London Boxing.

It has been highlighted that The Amateur Boxing Alliance are not a recognised NGB, and therefore outside of the World Boxing Governing Body, clubs working with the Alliance would not be able to access Sport England funding or any other major funding required.

Moreover, since the funding application was submitted, Palmers Academy have ceased to exist and the largest club in Lewisham by far (Double Jab) are now affiliated with London Boxing (England Boxing). The remaining clubs are quite small capacity wise. Also in terms of schools/working with young people, it's in the best interest to be working with a recognised governing body.

Sport England have already stated that the only NGB they recognise is England Boxing, **therefore it is recommended that the London ABA are defunded but funding (£15,000) is ring fenced for boxing** support in the borough as there are significant gaps in service provision, especially as Palmers (who existed in the south of the borough) have closed and Double Jab (north of the borough) require support. Officers will work with London Boxing and England Boxing (the NGB) to develop this support for implementation from 1 April 2017.

Equalities groups disproportionately impacted by recommendations			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:	X	Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:			
Commentary and potential mitigations:			
<p>The organisation delivers services primarily to young people and this group will be disproportionately impacted by the cuts. The organisation has stated that it will seek alternative funding to mitigate against this impact and officers will provide support to this end</p>			

## Main Grants 2017-18 report

<b>Name of organisation</b>	London FA
<b>Date of meeting</b>	07/09/2016
<b>Names and positions of attendees</b>	<b>David James</b> - County Development Manager, London FA <b>David Streetley</b> - Recreational Football Development Officer, London FA <b>James Lee</b> - Head of Service - Cultural and Community Development <b>Maya Onyett</b> - Volunteering and Cultural Participation Manager

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Total funding received 2015-16	£18,750	N/A	£6,250	£6,250	£6,250
Total funding to be received 2016-17	<b>£25,000</b>	£6,250	£6,250	£6,250	
<b>Outcomes</b>	<ol style="list-style-type: none"> <li><b>1. LEWISHAM FOOTBALL COMMUNITY DAY</b> - An annual football festival event for Lewisham residents to participate in football regardless of age, gender or ability. The festival will include male, female, walking football and disability football. Smaller festival days will follow this main day with specific target groups.</li> <li><b>2. FUTSAL</b> – This project will be targeting primary and secondary schools and includes an adult 16plus community programme.</li> <li><b>3. SECONDARY SCHOOLS</b> – We will be bridging a gap in provision for Year 7 &amp; 8 for both boys and girls to compete at football at these transition years.</li> <li><b>4. WALKING FOOTBALL</b> - Encouraging adults mainly 50+ to be active in a mixed gender, low impact, non-contact sport to encourage healthy activity, increase fitness levels. This project is supported by the Lewisham Positive Ageing Council.</li> <li><b>5. WOMEN &amp; GIRLS</b> – U12 Development Programme; We aim to create a pathway for girls to progress through the football pathway from grassroots through to Millwall Lionesses.</li> <li><b>6. SCHOOLS &amp; DISTRICT &amp; LONDON YOUTH GAMES</b> - In partnership with the Lewisham Schools Football League we will be supporting U11boys &amp; girls District squads plus London Youth Games &amp; Mini games team.</li> <li><b>7. SENIOR FOOTBALL (16 PLUS)</b> – A programme of weekly recreational football sessions with the aim of increasing fitness and participation in the adult game, including U18/U21's.</li> </ol>				

**8. CLUB SUSTAINABILITY FUND** - A managed fund for Lewisham football clubs to access financial assistance, overseen by London FA.

**9. COACH & VOLUNTEER EDUCATION** - Providing support and funding for football specific courses in the borough which we will be open and accessible. Signposting anyone ages 14-24 to the Football Futures Programme and providing mentoring support within the borough.

**10. DISABILITY** – Providing support/part funding Lewisham SEN schools to participate in the South London Special League. This will ensure that Lewisham retains its representation.

<b>Outputs:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	2016-17 Q2	% Achieved TD
<i>Deliver Lewisham Football Community Day</i>	1	0	0	1	1	100%	1	0		0% planning Stage
<i>Deliver Primary schools coaching programme - 6 schools x 6 sessions</i>	6	0	0	6	6	100%	8	2		100%
<i>Deliver Two 9 v 9 secondary school cup competitions</i>	2	0	0	0	0**	0%	3	0		0% planning Stage
<i>Deliver 2 venues x 20 weeks of Walking Football activity at each, linking in with the Positive Ageing Council and local GP</i>	40	0	20	20	40	100%	60	12		80%
<i>Deliver Girls U12 Development Centre at Abbotshall Road in year 1 for 16 weeks</i>	16	0	2	14	16	100%	20	10		200%
<i>Deliver an annual selection process for all 4 squads. 3 x trial sessions per squad. Followed by coaching programme for a minimum of 6 sessions per squad.</i>	9	0	3	6	9	100%	12	0		0% planning Stage
<i>Work in partnership with Lewisham Charter Standard senior clubs and organisations to deliver 2 x 10 week blocks of activity for non-footballing participants aged 16+, including U18 and U21's.</i>	20	0	0	20	20	100%	25	0		0% planning Stage
<i>Offer a minimum of 8 Lewisham football clubs the opportunity to receive a</i>	8	0	11	0	11	138%	8	0		0% planning Stage



<i>maximum £500 towards participation projects and running costs</i>										
<i>Deliver 1 FA Coaching Level 1, FUTSAL Level 1 &amp; FA Youth Module 1 coaching courses, to up skill local coaches and volunteers.</i>	<b>3</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>100%</b>	<b>4</b>	<b>0</b>		<b>0% planning Stage</b>
<i>Achieve a minimum of 100 hours of mentoring of young coaches via CS clubs &amp; FA Skills programme.</i>	<b>100</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>100</b>	<b>100%</b>	<b>125</b>	<b>0</b>		<b>0% planning Stage</b>
<i>Locate a minimum 2 schools participating in the South London Special League throughout the season</i>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>100%</b>	<b>3</b>	<b>0</b>		<b>0% planning Stage</b>
<b>Output 3 was delivered in June 2016**</b>										

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

The London FA has delivered well against its outputs, exceeding in one and gaining 100% in 8 others. Output 3 was delivered in June 2016.

Have you achieved all of the wider outcomes outlined in the initial grant application?

Funding supports a collaborative approach between the London FA and local football clubs in Lewisham. There is now a wide range of footballing activity taking place in Lewisham. In recent years football had become fragmented in the borough but it is now highly organised using the football partnership meetings as way to keep clubs and organisations updated and linking into to coaching opportunities

Lewisham Football Community day has provided an excellent focal point for the work and is due to become an annual event. The project has also developed very successful Walking Football programme attracting high attendance from the 50+ community and supported by the Lewisham Positive Ageing Council.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

NA

What local support/evidence of need can you identify for the work you are undertaking?

Football is the most popular sport amongst young people in the borough and the Council receives many enquiries around what football opportunities are available within Lewisham.

The project makes an important contribution to public health goals of increasing engagement in physical activity for both children and young people and over 50s. It also contributes to the objective of reducing obesity.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

The FA is proactive and open to investigating new and existing funding streams to deliver football activities. Currently they do not have any proposals that could deliver significant savings against the current expenditure.

What alternative funding streams are you already pursuing?

The organisation has been very proactive in accessing additional funding to enhance the Lewisham grant:

From July 2015 – March 2016 the London FA were successful in gaining the following funding:

- London FA - Charter Standard Growth Fund - £750
  - London FA - Coach Education Bursaries - £2,830
  - London FA - Recreation Funding (Equipment)- £300
  - London FA - Additional Club Sustainability Fund -£500
  - London Sport - 16plus Recreational Funding -£4,950
  - FA - Mash Up - £3,500
  - The FA - Support Funding for Community Day- £834.90
  - Lewisham Football Partnership Funds- £3,800
- Total £17,464.90

It is important to note that this funding does not replace Council funding but has provided the opportunity expand the programme of activities.

Are there any other funding streams that you can identify that the council can support you to access?

The organisation will continue to source funding opportunities and advise the council where support is required.

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

The project already represents a strong collaborative approach between the London FA and local football clubs in Lewisham.

There are no other organisations doing similar work in the borough. The London FA is one of 50 County FAs (Football Associations) that are businesses in their own right. London FA is 50% subsidised by the FA and the county FA's manage grass roots services.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

There are other football clubs and pockets of football sessions across Lewisham, but no one else is delivering an umbrella approach like this covering key areas around football delivery.

What support might you need to move these suggestions forward?

No support is required currently but Council officers will continue to work with the organisation to explore this kind of opportunity.

#### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

The London FA would need to reduce some services but would aim to gain further funding to continue. The possibility of introducing low cost fees (as it attract a low income audience) to the walking football which is currently free, to help sustain these activities.

Have you modelled this cut and developed an action plan for its implementation?

The organisation is currently working on developing an action plan.

#### Conclusion

##### Any other comments / areas discussed

The organisation has covered an array of football activities. The highlights of the successful Football Festival/ Community day can be seen in a short film.

##### Conclusion and recommendation

**It is recommended that the London FA receive a pro-rata cut.** The organisation has delivered strongly against its targets and there is now a well-co-ordinated approach to delivery of football in Lewisham. The project already represents a coalition and so there are no opportunities for achieving efficiencies through partnership or mergers. Active fundraising is taking place but this will not replace Council funding.

##### Equalities groups disproportionately impacted by recommendations

Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:	X	Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:			

Commentary and potential mitigations:

The organisation delivers services primarily to young people and this group will be disproportionately impacted by the cuts. The organisation has stated that it will seek

**Equalities groups disproportionately impacted by recommendations**

alternative funding to mitigate against this impact and officers will provide support to this end

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## Main Grants 2017-18 report

<b>Name of organisation</b>	<b>LRMN (Lewisham Refugee and Migrant Network)</b>
<b>Date of meeting</b>	<b>22 September 2016</b>
<b>Names and positions of attendees</b>	<b>Diana Fawcett, Chair Rosario Guimba-Stewart, Chief Executive Winston Castello, community Enterprise Manager, LBL</b>

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>					
Total funding received 2015-16	£65,940	N/A	£21,980	£21,980	£21,980					
Total funding to be received 2016-17	<b>£87,920</b>	£21,980	£21,980	£21,980	£21,980					
<b>Outcomes</b>										
<p>Strong and Cohesive Communities Improved community cohesion, tolerance and understanding between communities Improved confidence, self-esteem, integration in the community and employment opportunities amongst refugees and migrants. Improved image of refugees, asylum seekers and migrants</p> <p>Access to Advice</p> <p>Improved immigration status and improved understanding of immigration options</p>										
<b>Outputs:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	<b>2015-16 Total</b>	<b>% Achieved</b>	2016-17 Target	2016-17 Q1	2016-17 Q2	<b>% Achieved TD</b>

1 borough-wide activity and 2 community activities in Evelyn and New Cross participated by host and refugee and migrant communities	3	1	1	1	3	100%	3	0		0% First event planned for Q2
At least 20 students attending ESOL classes per year	20	20	-	-	20	100%	20	30		150%
At least 3 days a week ESOL classes delivered	3 DPW	YES	YES	yes	Achieved	Achieved	Classes 3 days per week	Achieved		Achieved
4 success stories published in local papers using both traditional and digital forms.	4	1	1	2	4	100%	4	1		Achieved
25 hours advice(casework) per week, see up to 20 clients a week (new and existing), take on cases and liaise with different government department and other orgs, prepare witness statements, draft applications, lodge appeals, represent at tribunals, provide up to 20 telephone advice/week	810	212	342	462	1016	125%	1000	550		55%



## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

LRMN achieved all its agreed output targets. In discussion with LRMN, it was confirmed that the principal part of their activities funded by Lewisham Council relates to their advice services. However, the organisation also has outputs for ESOL learners. It was confirmed that the ESOL classes are staffed by volunteers and the organisation further agreed to monitor progression routes for individuals. They stated that, of the 20 learners on programme in 15/16, 13 were new joiners.

Other key areas of work include the level of case work offered, with the organisation offering 25 hours case work support per week for up to 20 service users.

Standards achieved during the year include passing the AQS and OISC audits.

Have you achieved all of the wider outcomes outlined in the initial grant application?

The organisation's wider outcomes include improved community cohesion and tolerance and better understanding between local communities, to which the organisation aims to contribute.

For their individual clients, they aim to develop confidence and self-esteem, and to assist individuals to better integrate in local communities, as well as providing employment opportunities for refugees and migrants.

LRMN provided a number of case studies, including one for a 30 year old Sri Lankan woman who arrived in the UK in January 2014 having been previously arrested by the Sri Lankan army and separated from her family. Although her initial asylum application was refused, she appealed with the assistance of LRMN following a referral by her GP. LRMN provided her with a range of support, including enabling her to become involved in local networks. They further assisted her to trace her family via the Red Cross Tracing Unit.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

Although the organisation achieved all its outcomes, it will be working with Council Officers to better monitor its ESOL classes.

What local support/evidence of need can you identify for the work you are undertaking?

LRMN is the only LBL funded provider of immigration advice in the borough and experiences great demand for the services it provides.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

LRMN was successful in obtaining £10k funding from the Big Lottery which it intends to use to hire a consultant to review, assess and make recommendations for the organisation's sustainability. An HR consultant provided by the Cranfield Trust is working pro bono to evaluate LRMN jobs and ensure they are competitive.

LRMN also received an Excellence Award from the London Legal Support Trust, resulting in a grant of £10,000.

What alternative funding streams are you already pursuing?

The organisation has been extremely successful at attracting additional funds over the past five years, with significant grant income from the Big Lottery for a women's project and immigration welfare work, the City Bridge Trust, the Henry Smith Charity and Trust for London. The organisation's forecast income for 2015/16 is in excess of £400,000 and the organisation holds significant reserves.

LRMN has recently intensified its fundraising activities with trusts and foundations. It is also engaging in direct fundraising, e.g. via the Legal Walk, pub quizzes etc.

Are there any other funding streams that you can identify that the council can support you to access?

LRMN is working with the CCG and Lewisham Council Social Care Commissioning Group to become involved in delivering commissioned services. The organisation is engaging with the planned Lewisham Syrian Refugee Resettlement project.

## 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

LRMN's staff and trustees will consider the potential for mergers at an awayday in November. The prospect has been discussed with LMLAS. The organisation is open to discussing potential mergers and collaborations with other advice organisations as well as with organisations supporting refugees and migrants.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

LRMN is part of the review of advice services in Lewisham and has discussed with the Advice Lewisham network the potential for sharing back office costs, e.g. IT support, financial support etc.

It also has access to local community centres for the delivery of classes including ESOL and literacy.

What support might you need to move these suggestions forward?

The organisation would like to work with Lewisham officers to broker potential partnership developments.

#### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

The organisation has decided that the most likely approach is that a staff restructure would be required.

Have you modelled this cut and developed an action plan for its implementation?

LRMN has modelled the restructure and consulted with staff and trustees on concerns relating to any cut.

A modelled cut in the Director's hours has been identified as resulting in issues including:

- reduced fundraising and marketing activity as well as reduced strategic and partnership development, including interaction with Lewisham Council
- impact on staff management and motivation

A modelled cut in the Immigration Worker's hours has been identified as resulting in service users being directly affected in terms of:

- reduced ability to access mainstream services, training, employment as a result of a lack of immigration status
- reduced service user wellbeing
- increased potential for exploitation in terms of, eg, housing, employment, legal advice

- more acute access by service users to health and public services
- adverse effect on children and families and increased isolation and social exclusion
- increased attempts to access services provided by already over-stretched law centres

## Conclusion

### Any other comments / areas discussed

The organisation is keen to work with Lewisham officers to identify opportunities to support migrant communities.

### Conclusion and recommendation

LRMN is participating in the advice review. **A pro rata cut in grant is recommended.** This recommendation is conditional on the full involvement of LRMN in the review and the organisation's commitment to jointly plan and deliver advice provision across the borough.

### Equalities groups disproportionately impacted by recommendations

Ethnicity:	X	Pregnancy / Maternity:	
Gender:	X	Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:			

### Commentary and potential mitigations:

The target group for this organisation is non-white British. A reduction in funding would have a disproportionately adverse effect on this group. Over two thirds of users are female, a group which would also be adversely affected by a cut in services. The impact of this will be mitigated by the planned advice service changes which will provide better planning for service users and improved referral arrangements between the existing advice providers.

## Main Grants 2017-18 report

<b>Name of organisation</b>	Lewisham Mencap
<b>Date of meeting</b>	30 August 2016
<b>Names and positions of attendees</b>	Abike Fakoya, Chair Mary Olaniyi, Coordinator/Family Advisor Cynthia Davis, Director and Volunteer Petra Marshall, Community Resources Manager LBL

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Total funding received 2015-16	£30,000	N/A	£10,000	£10,000	£10,000
Total funding to be received 2016-17	£40,000	£10,000	£10,000	£10,000	

<b>Outcomes</b>	<b>Support</b>
	<p><b>1.</b> Provide activities for vulnerable adults that reduce isolation. Vibrant community infrastructure: High quality social activities for people with learning disabilities which cost about 50p to enter each club.</p> <p><b>2.</b> People with learning disabilities in Lewisham can access holidays that give them the support they need.</p> <p><b>3.</b> Advocacy support provided for people with learning disabilities and their families to ensure that they can gain access to services thereby improving their quality of life, social well-being. Parents and carers of people with learning disabilities can access practical support (writing letters, phone calls) and advocacy. Give parents and carers a voice in local service development.</p> <p><b>4.</b> Parent, Carers and Cared for, gain more confidence and develop understanding of the process of the Direct Payments and Self-Directed Support. Opportunity to share information and experience.</p>

<b>Outputs:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	2016-17 Q2	% Achieved TD
1. Provide 3 evening clubs per week in 2 centres (in locations) within Lewisham ( <i>no. of sessions</i> )	117	39	33	39	111	94.87%	156	37		94.87%
2. One hour of support activities using the Leemore Centre sports garden once a week ( <i>no. of sessions</i> )	18	6	6	6	18	100%	24	6		100%
3. Offer a range of supported holidays determined by club members ( <i>1 holiday per year</i> )	1	0	0	1	1	100%	1	1		100%
4. Provide an appointment based and drop in advocacy service ( <i>no. of people</i> )	12-15	5	5	4	14	100%	16-20	5		100%
5. Provision of healthy snacks within Clubs and Discos ( <i>number of sessions available</i> )	39	13	13	13	39	100%	52	13		100%
6. Develop (deliver in 2016/17) Focus Group consisting of Parents, Carers and Adults with a learning disability who receive the Direct Payments or	3	1	1	1	3	100%	4	1		100%

Personal Budget ( <i>number of focus groups per year</i> )											

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

The outputs for 2015/16 have all been met or exceeded except one, which was just under 95%. Performance for quarter 1 in 2016/17 is also on track to meet all targets.

The funding for this round of Main Grant (2015-18), agreed by Mayor & Cabinet (Contracts) in May 2015, states that Mencap's grant award would be for the provision of social clubs and related activity; and that this should be the priority for the organisation.

It further agreed that advocacy, and information and advice would not be funded and those services should be delivered by other organisations where needed.

However, Mencap have continued to use the Main Grant for the provision of advocacy and information and advice, and provide monitoring data for this (outputs 4 and 6). The council has continued to accept this monitoring data in error and has not directly addressed the use of the grant in this way.

During the course of this process this error has become apparent and Mencap report that they are in fact providing support and advocacy to many more people than that being reported.

Have you achieved all of the wider outcomes outlined in the initial grant application?

The organisation appears to be delivering against the wider outcomes agreed at the start of 2015/16 grant year.

Mencap provide lively and well attended clubs three evenings a week; averaging attendance between 50 and 80 per club night. In addition around 6 outings per year are delivered (e.g. to Hastings, Windsor) which allow the participants to socialise in a different setting and visit new places. In 2015/16 Mencap's assisted holiday was to Blackpool in June. This is subsidised with participants paying around £400 each. The organisation report that everyone had a great time, visiting Liverpool and going a river cruise and visiting the Beatles Story; going to a show, an animal farm and People History Museum.

The Direct Payments focus group covered a range of topics including rights under the Carers Act 2014, information on DBS, ACAS and insurance; and support was given in filling in legal help forms. In 2015/16 50 parents and carers and adults with learning disabilities attended across 3 sessions. In May 2016 Mencap presented to Lewisham Islamic Centre where 13 people attended; and information was given on right to care, assessment, SEN education and Direct Payments. There doesn't appear to be any satisfaction feedback.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?



N/A

What local support/evidence of need can you identify for the work you are undertaking?

The organisation state that without their provision people would be isolated and would have an impact on their health; and that carers / families would not have respite care.

Attending the clubs gives the users confidence and reduces depression, stress and anxiety.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

There are no significant savings suggested; however Mencap are looking at a number of small scale savings:

- seeking someone to share their offices on Lee High Road to make a saving of approximately £4-6k; although there has been little interest to date. They have been advised by their lead officer to explore the option of taking a desk at Leemore or Mulberry
- making parents pay for photocopies
- yearly membership rates increased from £5 to £20
- shopping centre fundraising
- other small scale efficiencies

What alternative funding streams are you already pursuing?

Mencap have undertaken some fundraising and funding bids as follows:

- People's health Trust March 2016 – not successful
- Lee Charity of William Hatcliffe May 2016 £20,000 – no outcome yet
- Big Lottery Reaching Communities 2 x application for £40,000, July and September 2016 – no outcome yet

Mencap state that they will continue to submit funding applications; however fundraising agencies have advised them that they are unlikely to get core funding or funding for existing projects. They are seeking to develop new projects to attract funds.

Are there any other funding streams that you can identify that the council can support you to access?

None were identified.

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

Mencap are seeking to share their office space to realise savings; although it has been suggested to them by their lead officer that they also investigate taking a desk space in one of the community hubs to make greater savings. They state that what Mencap do is different to other providers and therefore sharing assets or merging is not possible.

Mencap showed no interest in sharing resources with or merging with other similar Learning Disability providers.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

As above.

What support might you need to move these suggestions forward?

N/A

### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

The recommendation report for funding for this round of Main Grant (2015-18), agreed by Mayor & Cabinet (Contracts) in May 2015, stated that Mencap's grant award would be for the provision of social clubs and related activity; and that this should be the priority for the organisation. It further recommended that advocacy, and information and advice be delivered by other organisations where needed.

Mencap have continued to use the Main Grant for the provision of advocacy and information and advice, and provide monitoring data for this (see outputs 4 and 6 above). The council has also continued to accept this monitoring data and has not dealt with this error until now.

It appears that a substantial proportion of the grant is used to provide this advocacy, information and advice; and Mencap are providing it erroneously. The social groups which the council does fund are predominantly run by volunteers with a small amount of administrative support and sessional worker cost.

As such, it is recommended that Mencap receive a 50% cut. This is to safeguard the social activities which they are funded for; and in recognition that the advocacy, information and advice work is not funded by the council.

When a pro-rata cut of 25% was discussed with the organisation they stated that they would need to close; that they couldn't continue to run. However, officers believe that a

50% cut would enable them to continue to deliver the social activities which was the original purpose of the grant in 2015.

Have you modelled this cut and developed an action plan for its implementation?

Several emergency meetings have been held to discuss a possible 25% cut and a number of actions have arisen from this (e.g. advertising the sharing of the office, small scale fundraising). Some modelling against 2017/18 budget forecast has taken place.

## Conclusion

### Any other comments / areas discussed

### Conclusion and recommendation

Mencap provide well attended and much loved social activities in the form of clubs, outings and holidays for people with learning difficulties. However, they have also been using the funding received from the council for the provision of advocacy, information and advice despite this not being part of their grant award.

**It is recommended that Mencap receive a 50% cut in their funding.**

### Equalities groups disproportionately impacted by recommendations

Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:	x	Gender reassignment:	
Religion / Belief:			

### Commentary and potential mitigations:

Mencap provide support and activities for people with learning disabilities. A reduction in their funding will have a disproportionate effect on the protected characteristic of disability; however officers will work with the organisation to mitigate this impact as much as possible when agreeing new outputs for 2017/18.

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## Main Grants 2017-18 report

<b>Name of organisation</b>	The Metro Centre
<b>Date of meeting</b>	31 August 2016
<b>Names and positions of attendees</b>	Peter Vittles, Head of Community Engagement Metro Greg Ussher, CEO Metro Andy Thomas, Cultural Development Manager LBL

Group Name:	Total	Q1	Q2	Q3	Q4
Total funding received 2015-16	£25,000	N/A	£8,333	£8,333	£8,333
Total funding received 2016-17	£33,333	£8,333	£8,333	£8,333	
Outcomes	<ul style="list-style-type: none"> <li>• Work with and support police, social services and housing providers to publicise meaning of and need to report anti-LGBT hate crime</li> <li>• Publish information for the LGBT community to help raise awareness of hate crime and how to respond when they are violated</li> <li>• Provide LGBT equalities information at outposts through participating organisations that will act as access points to specialised (and mainstream) services, such as METRO's LGBT Hate Crime and Domestic Abuse service</li> <li>• Promote LGBT contact with other mainstream organisations in the borough to allow contact and engagement</li> <li>• Initiate a borough wide reporting/monitoring system that will allow LGBT individuals and organisations to register concerns</li> <li>• Identify and liaise with other equalities organisations in the borough and share information on learning and other opportunities for joint work</li> <li>• Deliver activity in mainstream settings to promote understanding of LGBT issues among services and residents</li> <li>• Work with council and Police to support the development of equalities policies and procedures</li> <li>• Attend Lewisham community events and deliver engaging activity to promote LGBT inclusion</li> <li>• Involved and engage local LGBT residents in equalities issues and support their involvement in equalities work in the borough</li> </ul>				

	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	2016-17 Q2	% Achieved TD
Outputs:										
Attendance at Lewisham Hate Crime Sub Group, Hate Crime Strategic Group, Police Independent Advisory Group	5	1	2	2	5	100	7	2		
LGBT hate crime and DV sessions for front line workers in Police, council, voluntary sector, housing providers. Number of attendees in brackets	4	1(12)	1(9)	1(20)	4	100	5	0		
Produce leaflet/Poster/business card for LGBT hate crime and Domestic abuse service	1	1			1	100	2	2		
Deliver engagement activities with LGBT groups in Lewisham – Trans swimming group, LGBT youth group, LGBT Liaison officer group, Mental health drop in	5	2 (28)	2 (21)	3(124)	7	140	6	2		
Lewisham specific LGBT service booklet produced in consultation with partners, LGBT groups and residents. Booklet distributed to LGBT residents and available on websites	1			1	1	100	N/A			
Briefings on LGBT equalities issues: hate crime, dv, mental health, LGBT health inequalities, providing inclusive services to LGBT people	10	1	4	4	9	90	12	2		
Briefings sessions with participating organisations on LGBT equalities issues	3	1	1	1	3	100	4	2		
LGBT training sessions for mental health professionals (4 per yr)	3	1(5)	1(5)	3(26)	5	168	6	3		
Recruit 2 volunteer LGBT equalities advocates and train them on pan equalities issues and deliver	3	1	1	1	3	100	4	2		

outreach to Lewisham VCO groups and statutory frontline services (4 outreach sessions per year)										
Train volunteer hate crime advocates to deliver sessions with community groups and frontline services (4 sessions per year)	2	3	4		7	250	3	1		
LGBT complaints information in mental health services for LGBT service users to report incidents	375	125	115	110	340	90.5	500	125		
Attend steering group/Equalities coordination forum led by VAL	4	1	1	2	4	100	4	0		
Deliver equalities learning seminars	2		2(150)	4	6	300	3	1		
Attend local authority and Police strategic groups and ensure that there is an LGBT voice in discussion Feedback LGBT concerns gained through outreach	3	1	1	1	3	100				
Deliver outreach stalls at Lewisham community events including Intergenerational week and Lewisham Peoples day	2	2(76)	2	1	5	250				
Promote and recruit LGBT volunteering opportunities to take part in health, police, council engagement structures Promote and recruit LGBT volunteering for hate crime and domestic abuse support	2	4	1		5	250				

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

The Metro Centre has achieved or over achieved 100% of most targets over the 2015/16 9 month monitoring period. Two of the outputs are below 100% but are on or above 90%.

Have you achieved all of the wider outcomes outlined in the initial grant application?

Wider outcomes have also been achieved. The organisation has worked hard over the past year to develop a stronger visible presence in the borough, using a range of communication methods including social media and attendance at community events.

The organisation provides a broad ranging approach, serving the LGBT community around issues including mental health, youth, sexual health, HIV support, equalities and hate crime and domestic abuse work.

If no to either of the above:

N/A

What local support/evidence of need can you identify for the work you are undertaking?

- Lewisham has a significant subset of LGBT residents who have high needs which often follow lines of inequality such as: economic deprivation, mental health issues and financial and housing issues
- There are high needs of HIV support, though these tend towards the heterosexual African population
- There is a high demand for on the ground equalities work, centring around Hate Crime and Domestic Abuse work as well as support for other services such as the police and health services

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

There are no proposals at the moment but the organisation is always seeking opportunities to save money in this way

What alternative funding streams are you already pursuing?

Applications for funding have been submitted over the past 6 months:

- Maudsley Charity – 2-year LGBT Carers Project, p/t across all SLaM boroughs – still awaiting outcome



- Esmee Fairban – 2-year LGBT Muslim Hate Crime Project – unsuccessful at stage one
- BUPA Care – 2-year p/t LGBT Carers Project – unsuccessful
- London Councils – 4-year Pan London LGBT Domestic and Sexual Violence Project – still awaiting outcome
- DfE – 2 year Safeguarding Grants project to prevent violence against women and girls by working with boys and young men –still awaiting outcome
- DfE - 2-year Homophobic, Transphobic and Biphobic Bully Project with schools across south East London, Kent and Medway – Successful
- Home Office – 8 month LGBT Muslim Hate Crime Project – due for submission

Are there any other funding streams that you can identify that the council can support you to access?

None currently but the organisation will make use of this offer where appropriate.

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

METRO already has a strong commitment to working in partnership and is always open to exploring new opportunities. The organisation currently has the following arrangements in place:

- South London HIV Partnership - METRO leads this grouping of agencies, which exists to provide HIV support to residents of South London, working closely with commissioners as well to determine the future of HIV support services
- Leader of GMI Partnership. From 2008 this partnership has successfully provided interventions for the Pan-London HIV Prevention Programme, Caring with Confidence and HIV Prevention England.
- National Youth Chances Survey - METRO leads this partnership working with Ergo Consulting and University of Greenwich to undertake the largest ever survey of the health and social care needs of young LGBTQ people across England.
- The GLC Partnership, which METRO leads to deliver HIV prevention across Greenwich, Lewisham and Croydon, with the African Advocacy Foundation

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

The organisation is open to working more closely with other equalities organisations and potentially playing a broader role – although the latter would not be possible with the current level of funding.

What support might you need to move these suggestions forward?

None currently but officer will continue to support the organisation and offer support where there is helpful

#### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

Most of the current grant is against salary costs, so any reduction would mean a reduction in staffing levels. The organisation states that this will inevitably impact on service provision around:

- Hate crime and domestic abuse case work
- Reduction in LGBT voice at Lewisham borough level strategic groups – Hate Crime Committee, VAWG, Safer Neighbourhood Board
- Reduction in LGBT training with front line workers on LGBT engagement, mental health, hate crime and domestic abuse

Have you modelled this cut and developed an action plan for its implementation?

The organisation states that the cut will result in a 25% reduction in staffing levels and in order to deliver these cuts it will:

- Continue to work with our partners to plan for reductions
- Plan and implement a role out of online information to LGBT residents signposting them service out of borough services
- Continue to support development of an LGBT Forum in Lewisham which will act as the LGBT voice once our service is reduced

#### Conclusion

##### Any other comments / areas discussed

Discussions took place about some negative perceptions of the organisation arising from the fact that it is not based in Lewisham even though it is delivering front line services in the borough. The organisation continues to work to address this issue and recognises the need to win over its detractors.

##### Conclusion and recommendation

**It is recommended that Metro receive a pro-rata cut.** The organisation has performed strongly over the past year and achieved the targets set around outcomes and outputs and although the organisation is actively fundraising, this will not replace Council funding. Metro already has a strong partnership ethic but there are currently no opportunities to find efficiencies through further partnership or mergers.

##### Equalities groups disproportionately impacted by recommendations

Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	x
Disability:		Gender reassignment:	x

Equalities groups disproportionately impacted by recommendations			
Religion / Belief:			
<p>Commentary and potential mitigations:</p> <p>The organisation is funded to deliver services to the LGBT+ community and a grant cut would therefore have a disproportionate effect on sexual orientation and gender reassignment. The organisation is developing an action plan to mitigate against this impact including supporting the Lewisham LGBT Forum to provide a voice for the community in Lewisham. Officers will work the organisation to identify further ways of mitigating against the impact of the cuts.</p>			

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## Main Grants 2017-18 report

<b>Name of organisation</b>	<b>The Midi Music Company</b>
<b>Date of meeting</b>	<b>14 July 2016</b>
<b>Names and positions of attendees</b>	Wozzy Brewster - Founder/Exec Director, The Midi Music company Gordon William - Chair of the Board, The Midi Music company Nancy Stridgen - Cultural and Community Development Officer, London Borough of Lewisham Andy Thomas - Cultural Development Manager, London Borough of Lewisham

<b>Group: The Midi Music Company</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Total funding received 2015-16	<b>39,024</b>	-	13,008	13,008	13,008
Total funding to be received 2016-17	<b>52,032</b>	13,008	13,008	13,008	13,008

Outcomes	<ol style="list-style-type: none"> <li>1. Engaging children in participatory music-making to improve their instrumental and singing abilities through group tuition in Samba Drums, Keyboard, Guitar &amp; Band</li> <li>2. Improve confidence and aspirations of children and young people by their participation in music education programmes</li> <li>3. Engage young people and adults in music education and skills development, supporting progression within further/higher education.</li> <li>4. Develop artistic, performance, presentation, marketing &amp; promotional skills of young people using; digital media, music production, live rehearsals, performance opportunities, industry seminars and events delivered, whilst monitoring industry membership subscriptions, access to employment, education, training and enterprise development.</li> <li>5. Engaging young people in west Lewisham in developing their musicianship to nurture their musical talent and open progression pathways to careers in music.</li> <li>6. Provision of various events to showcase the work BMC students and CICAS® members</li> </ol>
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<b>Outputs:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	Q2	% Achieved TD
1. 207 instrumental & singing classes for 170 children aged 5—11: 6 x 45mins x 20wks 4 x 1hrx2lwks/3 x 1.5hrs x 1wk	207	27	107	207	207	<b>100%</b>	75 instrumental classes for 58 children	90 Classes/ 81 children		120% classes 139% YP
2. 10 x BMC Bursaries awarded to 5— 16s. 1 x CICAS Young Producer Intern recruited for a period of two years, on-going support for 2 x Interns aged 16— 30, producing new music and accessing resources.	10 bursaries 2 interns	10 bursaries 2 interns	10 bursaries 2 interns	10 bursaries 3 interns	10 bursaries 3 interns	<b>100% bursaries 150% interns</b>	1 Intern Supported	1 Intern Supported		100%
3. 65 training weeks for 60 x 16+ non-accredited short courses, covering Music Production/Mixing It, Cre8tiv® Choir, Keyboards/Guitar and Pro Studio Tips. 1 x 3hr sess. x 20wks/ 1 x 2.5hrs sess. x 20wks 1 x 2hrs sess. x 2lwks/ 1 x 2hrs sess. X 4wks	65	6	35	65	65	<b>100%</b>	22 training weeks for 21 x 16+ non-accredited short courses	19 x 16+/ 30 Classes		86% train wks 142% classes
4. 600 new and registered CICAS® members provided with access to rehearsal space, recording & music production facilities, digital media access and industry intelligence.	600	221	503	723	723	<b>120%</b>	175	578		330%
5. 6 x music business seminars delivered by industry professionals with a total audience of 50	6	0	3	6	6	<b>100%</b>	2 seminars 15 people	3 seminars 27 people		150% seminars 180% participants
6. 2 x The Breakout Clubs at the Amersham Arms with an estimated total audience of up to 180.	2	0	1	2	2	<b>100%</b>	1 breakouts 75 audience	1 breakout 87 audience		100% clubs 116% audience

7. 9 x emerging artists profiled on our website on a monthly basis.	9	2	3	6	6	66% website down	12	2		
8. 40 x CICAS members entering placements, internships, apprenticeships, further/higher education, registered self-employed or new business start-ups	40	12	29	46	46	115%	15	17		113%
9. 14 training weeks x 2hrs for 16 students aged 13/14 — 19 in Music Business and Music Production, feeding into Music Leadership training for 2 participants.	14	0	0	0	0	0% Forest Hill School not raised funding	N/A in 16/17	-	-	-
10. 7 x end of term Sharings for 200 performers	7	1	4	7	7	100%		Takes place in July		
11. 1 x Summer Showcase for 40 performers	1	1	1	1	1	100%		Takes place in July		
12. 1 x UNIQUE! Showcase for up to 30 performers	1	0	0	0	1	100%		postponed until further notice		

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

84% of The Midi Music Companies (MMC) outputs were achieved as 10 out of 12 outputs were met. Mitigating circumstances for the 2 outputs not reached are provided below. All significant targets were met or over achieved

### Impact and Reach

- Targeted number of users were increased by 259 (**1,664** against 1,405)
- **46 CICAS** members accessed further/higher education, registered self-employed or entered employment (target 40)
- **723 CICAS®** members/young people accessed rehearsal space, recording & music production facilities, marketing support and industry intelligence (target 600).

Have you achieved all of the wider outcomes outlined in the initial grant application?

MMC's wider outcomes were achieved in 2015/16.

Alumni of the Budding Musicians Club bursaries (free music lessons age 5-16) have progressed at the Blackheath Conservatoire and have been supported with extended bursaries and free access to practise at MMC, with some progressing to the CICAS® programme.

Case studies show positive results for young people being supported into the creative industries, becoming self-employed, setting up businesses as well as individual talent being nurtured and progressed. Results include:

- Michelle O'Faith won a Women Make Music Award from PRSF
- Local young musician was connected to the Awards for Young Musicians and has been given a place at Berkley College of Music in Boston, USA (at 15 years old).

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

Mitigating circumstances for the 2 outputs in 2015/16 that were not achieved:

**7. 9 x emerging artists profiled on our website on a monthly basis.** This was due to MMC's website being hacked and not being operational during this period.

### 2016/17

MMC will launch a new website this summer incorporating a media gallery, testimonials, events calendar, artistic programme, music and links to social media; Instagram, Facebook & Twitter. They have iPhone media software to make short films and have been maximising social media networks to raise their profile



**9. 14 training weeks x 2hrs for 16 students aged 13/14 — 19 in Music Business and Music Production, feeding into Music Leadership training for 2 participants.**

This outcome was reliant on funding from Forest Hill School and the school did not raise the funding for this programming.

These outputs not being achieved did not affect overall outcomes being achieved within the period.

**What local support/evidence of need can you identify for the work you are undertaking?**

The organisation provided the following evidence of need:

- Client feedback
- Increased use of resources
- Progression for CICAS® members into the creative industries
- The music industries recognition of the lack of diversity and MMC's ability to be an entry point into career pathways via new partnership with Warner Music for employment and internship opportunities and the CEO's representation on the UK Music Diversity Taskforce
- Proposals for decreasing arts education (EBacc) resulting in decreased opportunities to learn music within schools, therefore after school music provision is of increased importance.
- Affordability of the programme; Lewisham Music service tuition fees are unaffordable for some young people from low income households and MMC allows this equality of opportunity and progression pathways.

**2. Negotiate reductions and seek alternative funding streams**

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

The organisation stated that it has re-structured staff twice in the past 2 years and is now at the minimum staffing level to deliver services. There is a wish to increase rental income by refurbishing the back office space and the organisation believe that this could mitigate against cuts to Council funding.

**What alternative funding streams are you already pursuing?**

The organisation is actively pursuing the following funding streams:

- Esmee Fairbairn Foundation
- Garfield Western Foundation
- St James's Place Foundation
- Evelyn Local Assembly/Evening Standard Dispossessed Fund
- Progressing with valuation of land for sale (Blushers site)

It was advised that these funding streams would enable specific projects to take place and would not replace Lewisham funding.

Are there any other funding streams that you can identify that the council can support you to access?

Lewisham officers are supporting the organisation to explore the potential for a back office space in the Watson Street base to be refurbished and allow a commercial rental income.

Support is also being given around opportunities for skills in fundraising training for MMC administrator and programme coordinator.

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

MMC is working in partnership with IRIE!, Heart n Soul, Lewisham Speaking Up and Fairbeats! for referrals to programming and use of space for programme delivery. It was expressed that there is not an appropriate organisation to merge with at this time.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

See above.

What support might you need to move these suggestions forward?

#### **Rental opportunity in Watson Street base**

Lewisham officers are supporting the organisation to explore the potential for an office space in the Watson Street base to be refurbished and allow a commercial rental income.

### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

The organisation stated that a cut without suitable replacement would result in less affordable music education for young people from low income households. The Budding Musicians club would be cut and other sources of income being sought.

It was stated that a cut would impact highly on young BAME people as MMC participants are 63% BAME. Participants also include refugees and young people with disabilities.

Reduced opportunities for young people to access work experience.

Have you modelled this cut and developed an action plan for its implementation?

MMC stated that a cut had not been modelled at this time.

## Conclusion

### Any other comments / areas discussed

#### Partnership with Lewisham and organisations

MMC has a culture of open support and collaboration with other Lewisham organisations and individuals, though there is a small staff team. Beneficiaries of this have included Heart n Soul, Crosswires Music Festival, Lewisham Peoples Day, The Albany, Forest Hill School, Lewisham Young Mayors Team, Fairbeats (referral for refugees) and Blackheath Conservatoire.

MMC have a strong partnership based working relationship with services across the directorates of Lewisham Council including Schools, Young Mayors Team and Cultural and Community Development.

#### Unique Opportunity and Industry links

As detailed above MMC have networks within the music industry to allow high level opportunities for Lewisham's young people. This is evidenced with the new partnership with Warner Music HR for work placements and internships.

#### Equality of Opportunity

MMC has redressed equality of access and opportunity for a large number of Lewisham young people with high quality free and subsidised provision. MMC has also worked on the first mixed audience 'Deaf Rave' to take place in a large nightclub in the UK (Fabric) as well as showcasing this work at Lewisham Peoples Day.

### Conclusion and recommendation

2015/16 has been a successful year for The Midi Music Company. The outcomes have been overachieved and there has been high quality provision and opportunity for large numbers of Lewisham young people. (See figures in above report). Outputs and outcomes are predicted to be overachieved for 2016/17 also.

It was suggested by the organisation that a back office space in Midi Music's Watson street base is refurbished to allow commercial income to potentially cover the 25% cut. Midi Music currently lease Watson Street from Lewisham Council.

**It is recommended that The Midi Music Company receive a pro-rata cut.**

### Equalities groups disproportionately impacted by recommendations

Ethnicity, Age, Disability

Ethnicity:	X	Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:	X	Sexual orientation:	
Disability:	X	Gender reassignment:	
Religion / Belief:			

Commentary and potential mitigations:

63% of MMC's participants are BAME young people. Disabled participants are supported via Midi Music's programming and the organisations links with Heart n Soul's programming. MMC's Deaf Rave programming has allowed progression routes for deaf music makers that were outstanding in this time period. Cuts in funding would therefore

**Equalities groups disproportionately impacted by recommendations**

have a disproportionate impact on ethnicity, age and disability. Officers will continue to work with The Midi Music Company to mitigate against the impact of the cuts through the potential of refurbishment of a back office space in their Watson Street base to allow a commercial rental income.

## Main Grants 2017-18 report

<b>Name of organisation</b>	<b>Montage Theatre Arts</b>
<b>Date of meeting</b>	<b>1 Sept 2016</b>
<b>Names and positions of attendees</b>	<b>Julie Clare – General Manager, Montage Theatre Arts Andy Thomas – Cultural Development Manager, London Borough of Lewisham Nancy Stridgen – Cultural Development Officer, London Borough of Lewisham</b>

<b>Group Name: Montage Theatre Arts</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Total funding received 2015-16	7,500	-	2,500	2,500	2,500
Total funding to be received 2016-17	10,000	2,500	2,500	2,500	
Outcomes	<ol style="list-style-type: none"> <li>1. Young people actively involved in performing arts to provide enjoyment, increase knowledge and experience of practical performance</li> <li>2. Young people provided with structured arts learning with defined progression routes</li> <li>3. Barriers reduced to allow young people to take part in arts activity</li> <li>4. Engagement with performance opportunities at a local and national level</li> <li>5. Young people actively engaged in artistic programming and arts administration</li> <li>6. Lewisham children participate in performing arts activity outside of MTA core programme</li> <li>7. Adults actively involved in performing arts to provide enjoyment, gain experience of practical performance and improve health and well-being</li> <li>8. Audience opportunities made available to wider community to allow exposure to arts activity</li> <li>9. Experience of working in the arts sector increased through various vocational training routes</li> <li>10. Use reputation of MTA for the creation of new artistic work in and for the residents of the borough</li> <li>11. Participation and engagement in arts networks and partnerships with other organisations</li> <li>12. Actively seek alternative funding streams and sources to implement engaging and relevant activity</li> </ol>				

<b>Outputs:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	2016-17 Q2	% Achieved TD
1. 30 out-of-school classes each week involving over 300 individual students aged 3-18 (reduced target and output due to Summer Holidays) - Classes	861	141	504	867	867	101%	300	385		128%
1b. Students	300	330	330	330	322	107%	300	405		135%
2. Annual week long holiday programme at Easter for 65 students aged 3-14	65	0	0	61	61	94%	n/a	n/a		specific Q
3. Annual three week summer holiday programme for 230 students aged 3-14	230	230	0	0	230	100%	n/a	n/a		specific Q
4. Week long holiday course in half terms for 40 students	80	0	40	80	80	100%	n/a	n/a		specific Q
4b. 2 day holiday programme at Christmas for up to 80 students	2	0	2	0	2	100%	n/a	n/a		specific Q
5. Initial series of 4 classes following exam syllabuses from leading national arts institutions, creating structured learning environment without pressure of compulsory assessment.	88	2	57	110	110	125%	44	44		100%
6. Provide an option to gain nationally recognised qualification if desired through examination. (Numbers taking exam.)	No target	17	17	17	17	Exams taken in 16/17	No target	36		No target
7. Concessionary rates for lower income families in all core programme classes. Number of concessions	No target	143	277	400	400	No target	20%	(103) 22%		110%
7b. Concessionary rates for lower income families in all holiday programmes (half term and Christmas Holiday).	No target	5	11	15	15	No target	n/a	n/a		specific Q

8. Free scholarship places in main programme for 12 identified students from disadvantaged backgrounds, value of £2.5k per term	12	11	11	12	12	100%	10	10		100%
9. number of new young volunteers to assist with management	4	5	5	7	7	100%	4	9		225%
10. Young people to have creative input into classes to allow sense of ownership YOUTH PANEL MEETINGS (scholarships)	1	1	1	1	1	100%	1	1		100%
11. Youth Panel Members (scholarships)	12	11	11	10	10	83% see note below	4	10		250%
12. Apprenticeship offered each year	1	1	1	1	1	100%	1	0		specific Q
13. Provide services to Lewisham schools in performing arts classes – Classes per week.	1	1	1	2	2	200%	2	2		100%
14. Two weekly classes in dance and drama for the over 55s, involving 50 participants CLASSES (cumulative)	53	9	31	53	53	100%	24	24		100%
14b. Number of Participants	20	20	29	29	29	145%	20	20		100%
15. Work with a number of older volunteers who work behind the scenes to help MTA's work	10	12	20	20	20	200%	3	6		200%
16. Termly demonstrations for parents/families of those taking part in classes - 30 classes a week (cumulative)	90	35	68	101	101	122%	0	0		specific Q
17. Large scale community performance at major venue	1	0	1	7	7	700%	n/a	n/a		specific Q

18. Work with partners to secure free/reduced price tickets to performances/shows	No target	3	5	7	7	No target	1	2		200%
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## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

Montage Theatre Arts (MTA) has over achieved on all outputs except one. Mitigating circumstances are provided below.

322 young people regularly participate in high quality dance, drama and singing classes and are given the opportunity to train with high quality tutors, take examinations and progress to higher education and via other appropriate routes. Case studies show meaningful and high quality outcomes for participants both in increased self-confidence and increased opportunities and progression outcomes.

53 older people regularly participate in dance and drama classes and are given the opportunity to volunteer and perform in the borough. Further funds have been gained via crowd funding to extend this reach. Case studies show that this participation has meaningful outcomes on wellbeing and health.

MTA has also engaged with Lewisham's Looked After Children and Young Carers Lewisham to offer a new Summer Holiday Scholarship programme in 2015/16 (12 places).

Have you achieved all of the wider outcomes outlined in the initial grant application?

MTA has achieved all wider outcomes.

Just under 50% of all participants are from low income households and receive a subsidised rate of £4 per session which allows this high quality provision to be available to a wider reach of Lewisham young people. There are 12 spaces given free during the year to young people who can't afford the subsidised rate and are of significant talent.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

**Output 11. Youth Panel Members (scholarships) Target 12 achieved 10.** This output was 83% as 2 students dropped out. One left to attend the BRIT school which was a positive outcome supported by MTA and one left for personal issues.

Note that the £10K per annum currently received by MTA does not fund all of the outputs as they have an expenditure of £159K, therefore outputs are funded from other sources.

What local support/evidence of need can you identify for the work you are undertaking?

**Young People**

It was discussed that arts provision in schools has been cut and more affordable afterschool provision is needed.

The summer 2016 holiday scholarship programme (12 places), was filled immediately. This was publicised to MTA's existing data base and via Social Services and Lewisham Young Carers.

Just under 50% of MTA's members are from low income households, over 400 concessionary course places were taken in 2015/16 and there were 12 completely free scholarships.

**Older People**

MTA work with over 55's as individuals and also within residential homes. Cases studies show the positive impact that dance and social contact have on physical, emotional and mental wellbeing. Participants have stated that engagement decreases isolation and improves physical health.

**2. Negotiate reductions and seek alternative funding streams**

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

The organisation stated that that the current £10K grant is in part what funds the concession rate and scholarship programmes.

MTA's Artistic Director has been unable to work unfortunately due to illness and as there currently is a small staffing team there are no staffing efficiencies to be made.

It was expressed that the aim is to expand rather than contract the organisation.

What alternative funding streams are you already pursuing?

Work has taken place in 2015/16 on increasing the organisations fundraising avenues. Online funding campaigns have been successful including Local Giving, the Big Give and the Childhood Trust. Work is being put into place to engage with individuals of high net worth.

Are there any other funding streams that you can identify that the council can support you to access?

Lewisham officers will continue to support MTA by signposting for relevant areas of support.

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

It was stated that there is not an appropriate organisation to merge with in the borough doing similar work.

Current partnerships include Greenwich Theatre, Lewisham Pensioner's Forum, The National Theatre Connections Programme, GLYPT and local schools.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

It was stated that the board do not consider that a merger would be financially or logistically beneficial to MTA.

MTA are looking for a venue to house both their office and performance/storage space in the borough and have significant financial backing to realise this if the correct space can be secured.

What support might you need to move these suggestions forward?

Officers will continue to support MTA in potential sites for a new venue in borough.

### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

It was stated by the organisation that the impact of a 25% cut would be a reduction of concessionary places that could be offered to young people.

Have you modelled this cut and developed an action plan for its implementation?

This hasn't been modelled at this time.

### Conclusion

#### Any other comments / areas discussed

The Founder/Director of MTA has unfortunately been unable to work in this period due to illness. The organisation has achieved high quality outputs and outcomes in challenging circumstances with a small part-time staffing team. The organisation has finished 2015/16 with a £17K surplus and increased their concessionary and scholarship places in Lewisham.

**Conclusion and recommendation**

Outputs and outcomes have been overachieved in 2015/16. It is predicted that they will also be overachieved in 2016/17.

It was expressed that the board do not consider that a merger would be financially or logistically beneficial to MTA.

MTA are looking for a venue to accommodate both its office and performance/storage space in the borough. The organisation has significant financial backing to realise this if the correct space can be secured and this will provide greater stability moving forward. Lewisham officers will continue to support MTA by signposting for relevant areas of support.

**It is recommended that Montage Theatre Arts receive a pro-rata cut.**

**Equalities groups disproportionately impacted by recommendations**

Children and Young People, Older Adults.

Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:	X	Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:			

**Commentary and potential mitigations:**

Montage Theatre Arts provision is for children and young people and older adults in the borough. The impact of the recommendation will therefore disproportionately impact on age. Officers will work with the organisation to explore ways in which the impact of a cut can be mitigated.

## Main Grants 2017-18 report

<b>Name of organisation</b>	<b>Noah's Ark Children's Venture at Macaroni Woods (NACV)</b>
<b>Date of meeting</b>	Thursday 15 <sup>th</sup> September @ 1.30 – 4pm
<b>Names and positions of attendees</b>	Richard Wilkinson, Centre Manager Dennis Hunter, Trustee Winston Castello, Community Enterprise Manager Pippa Taylor, Grants & Resources Officer

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Total funding received 2015-16	£32,000	N/A	£10,666	£10,666	£10,668
Total funding to be received 2016-17	£42,666.67	£10,668	£10,668	£10,668	£10,662.67

<b>Outcomes</b>	
	<ol style="list-style-type: none"> <li>1. More families with disabled children and young carer benefit from respite breaks which refresh them, help equip them for their daily responsibilities and enable them to strengthen their local support networks.</li> <li>2. Increased usage of NACV by groups in Lewisham including adults with complex social needs to enable them carry out residential activities that will enhance and develop their programmes of work aimed at improving physical and emotional wellbeing by building resilience, developing independent living skills, promoting healthy lifestyles, and engaging with others to resolve issues &amp; differences.</li> <li>3. Families with disabled children and young carers feel less isolated/socially excluded as a result of their stay at NACV.</li> <li>4. NACV user groups make good use of expertise and skills of NACV staff and other user groups and specialist contributors e.g. the provision of Woodland Learning – a programme which NACV raise the funds to pay the costs of provision for our users and help with fundraising to run trips.</li> </ol> <p>Final recommendation report for funding: Communities that Care – £32k - all funding provided under this area in categories 2d Provision for Vulnerable Adults &amp; 2e Supporting families with disabled children and young carers. Also applied under category 1a Borough Wide theme, but not enough evidence of how fund would be allocated for impact so additional £4k not granted.</p>

<b>Outputs:</b>	<i>2015-16 Target</i>	2015-16 Q2	2015-16 Q3	2015-16 Q4	<b>2015-16 Total</b>	<b>% Achieved</b>	<i>2016-17 Target</i>	2016-17 Q1	2016-17 Q2	<b>% Achieved</b>
1. Ongoing provision of short stay breaks (3-7 days) with high quality activities & support: - 2015/16 - 30 groups	30	13	8	8	29	96%				
1 cont. 2015/16 – 500 users	500	192	119	140	451	90.2%				
1 cont. 2016/17 – 35 groups							35	16		114%
1 cont. 2016/17 – 620 users							620	170		106%
1 cont. New Lewisham user groups	2	2			2	100%	4			100%
1 cont. Returning Lewisham user groups	20	13	10	4	27	135%	30	9		112%
2. Regular updates through NACV's network communications & networking opportunities – social media / website / fairs / meetings): - Facebook followers (likes)	300	400	500	650	650	216%	650	750		115%
2 cont. Newsletter Distribution (mailed to 400 per quarter)	1200	400	400	450	1250	104%	1600	740		185%
2 cont. Meetings / Networking event	5	2	2	5	9	180%	15	8		133%
3. Provide a purpose built facility – Castree House – for those with disabilities, with wheelchair access to the surrounding woodland	4	2	2		4	100%	4	2		100%
4. Offer NACV 17 seat minibus at fuel cost only to Lewisham groups to provide affordable transport, to and from Lewisham, and for offsite visits during stays.	20	10	6	4	20	100%	15	6		120%
5. Provide a heated classroom teaching area in new activities building, complete with kitchen and toilets – used for workshops, forums & training	This space is available for all groups visiting the site to use and is regularly utilised by the visiting Lewisham groups					Delivered	As per 2015-16 comment			Delivered
6. Continue to raise additional funds from external sources, for both capital and revenue needs: - Capital (higher 2015-16 for biomass & bathroom projects / only biomass in 2016-17) - Revenue	40	30C	20C	10C	60	150%	15			100%
	10	5R	5R		10	100%	25	18		180%

## 1. Remove funding from under-performing groups/those performing least well

### ***Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?***

It is envisaged that Noah's Ark Children's Venture (NACV) will fulfil all outputs for 2016-17.

#### **2015/16 Outputs:**

The number of groups visiting was down by 1 this year. This has affected the percentage of users shown in the table above. As user group sizes vary considerably, NACV & Lewisham Officers are confident that this target will be compensated for in 2016/17.

#### **2016/17 Outputs:**

Q1 targets meet or exceed the targets given. The New User Groups target (3<sup>rd</sup> point under 1 cont.) has no figure against it as it falls under quarter 2, 3 & 4 when NACV have their main influx of visitors.

### ***Have you achieved all of the wider outcomes outlined in the initial grant application?***

There has been an increase in groups who work with adults with complex needs using the centre and the take up of the woodland learning sessions with NACV staff on site.

#### ***User group quotes include:***

"I would like to say a massive thank you to you and your team, for a life changing experience we have been able to offer the young people at The REAP youth group. Many of these young people have never visited a countryside, been away from home or had the opportunity to learn independent living skills such as effective communication, dealing with self-issues and General life skills... They've enjoyed the freedom, environment and the tranquillity of being back to nature... Macaroni Woods is a life experience that the young people will never forget."

REAP, Lewisham

"This has been a needed break. Having so many other dads and children has meant I have had not to watch my kids all the time. Financially, I could not have afforded to take them away for a weekend this year." Rushey Green Superdads

"Although designed to elevate across the highlighted issues, what transpired far exceeded the facilitators and carers expectations and as such will be a major element of future interactions and training of similar groups. This extremely cost effective project not only impacted significantly on the carers but also, as defined in the carers would support their cared for in their treatment journey, family and community re-integration." PSG & DAAT Carers

#### ***If no to either of the above:***

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

NACV and their Council Officer have worked closely together to clarify data that had been missing due to communication breakdown in the recent past.

NACV has found that the annual Rocket Science report, required by the Council from all Main Grants funded groups, has been a useful tool for their internal evaluation and has been utilised by both the staff team and the Board of Trustees.

***What local support/evidence of need can you identify for the work you are undertaking?***

There is high demand for the provision at NACV from both Lewisham and non-Lewisham groups.

The ethos of the organisation is centred on providing the facilities to Lewisham groups, which take president over other bookings. The summer period is used solely by Lewisham groups, as is the provision of the mini bus.

NACV market via the Local Assemblies and their AGM which is held in Lewisham each year; as word of mouth is their main route to users. They have also expanded the use of their Facebook page and Newsletter. NACV are actively pursuing new avenues of marketing including requesting access from the Council to procurement sites and lists of users, such as PRI's & youth services, who they could send targeted marketing information to.

Some of the groups using the site in the last year (2015/16):

Deptford Green School – ESOL class / St Andrew's Centre (used both Bazley & Castree house) / Dumps AP / Rushey Green Dads / Lewisham NEET / Drumbeat School / Vietnamese Womens Group / Evelyn Parents Forum / Deptford Autism Group / Lewisham Raise Your Voice / Lewisham DFCG / Lewisham GEMS/ Deptford & Home Park APGs / Fairford Youth Club / Lewisham PSG / XLP Lewisham / Watergate School

**2. Negotiate reductions and seek alternative funding streams**

***Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.***

Having Council funding gives NACV a platform to approach other funders and they believe it is a key factor to their success in securing those other funds. In the last application round NACV reduced their funding request by 25% but not the usage by Lewisham groups which remains at 70% in Bazley House. NACV continue to consider the Council funding as a support to their core costs.

A business plan and fundraising strategy are currently being produced, with a focus on Board development and assisting the organisation to become less reliant on local authority funding support. The plan is being drawn up in collaboration with a consultant because in the next 18 months the core staff team will be retiring and the organisation needed to think strategically about the next phase of NACV's life. The plan will be completed by Christmas 2016.

There has been considerable success with private hirers and the centre is receiving strong reviews on AirBnB where they currently advertise. NACV staff monitor this level of use carefully so that Lewisham groups use of the centre are not affected and that taxes are not levied on the income. NACV are keen to find more private hirers that also fit with the ethos of the centre, for example users needing rest-bite care, but they need time to research this market.



***What alternative funding streams are you already pursuing?***

Last year, NACV introduced a minimal charge to Lewisham, groups as suggested to them by Council Officers. So far this has not proven to be a hindrance to Lewisham groups booking to come to the centre. The Board are currently investigating a “hardship fund” to designate in case Lewisham groups find it difficult to manage the cost in the future; though there is no evidence at this time that this will be needed.

There is a strong working knowledge of the funding landscape, NACV staff are members of the Charity Fundraisers, and submit consistently successful bids to a number of trusts and foundations. NACV staff have created a table showing increased usage of the centre over the past 20 years, which they have readily shared with the Council and shows a strong funding mix.

Courses and events that managers have attended over the past year:

- Leathersellers Charity Luncheon - July 2016.
- Thanksgiving in Gloucester Cathedral as a result of receiving Ecclesiastical (All Churches Trust) funding for Castree bathroom this year.
- The Clothworkers Charity Luncheon – June 2016.
- Deptford Challenge Trust annual presentation – attended by 3 Board members and son of managers – July 2016.

Attended 3 Local Assembly meetings in last 12 months to promote the centre, with 2 more planned but that were rearranged because of purdah so NACV were unable to attend. There has been a commitment from NACV to send Trustees to up to 10 assembly meetings in the next 6 months.

Additional opportunities for income are sometimes not possible because of the safeguarding of time at the site for Lewisham groups, especially in the summer months. For example, a few years ago the Prince’s Trust used the site and were so impressed that they wanted to book a four week residency during the summer but NACV had to turn this down because it was a known, prime time for the use of the site by Lewisham groups.

***Are there any other funding streams that you can identify that the council can support you to access?***

The following possibilities are being explored:

- Funding bodies that Officers can put NACV in touch with.
- Philanthropic giving – NACV staff are attending a Big Gift Fundraising course run by the FSI in November 2016. NACV staff have also secured a number of visits to the site from highly networked individuals with whom they hope to strike up a relationship.
- Biomass Heating – NACV plan to make the centre more environmentally friendly, which will also reduce energy bills when implemented. The installation of this system will cost £70k but save approx. £10k pa and a considerable number of funding applications have been submitted for this project already.
- Crowdfunding – NACV have already run 2 successful crowdfunding bike rides for the centre. Officers suggested that once Crowdfunder is set up, that NACV link with site. NACV staff were very happy to do this.
- Procurement – NACV asked if the Council could sign post them to any procurement opportunities.

### 3. Work with groups to consider mergers or asset sharing

***Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?***

Due to the unique nature of the organisation there is no obvious asset sharing, apart from what they do already, which is share the entire site with Lewisham groups at a greatly subsidised rate and offer the mini-bus to get to and from NACV.

***Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?***

Possible collaboration and marketing opportunities were discussed:

- Event – showcase @ AGM, invite Lewisham groups.
- Reinstate library advertising.
- Link with Teatro Vivo's work in the local assemblies.
- Re-advertise in Grapevine and Lewisham Life.
- Open days at site – use minibus to bring Council employees, funders and local groups to promote the site.
- National networking events that focus on provision and ethos.
- Regular (monthly) London/Lewisham event to promote themselves.

NACV are aware that they need to be realistic and fill the space but are in a "Catch 22". They want to continue to commit to taking Lewisham groups and hold fast to the ethos of the types of group they take, but if they are in a position where they will need more/ alternative income then this means marketing to a wider audience and collaborating with organisations that may not share their ethos.

***What support might you need to move these suggestions forward?***

Officers considered the following that may support NACV in this process:

- Research into client bases that link with their ethos and who can afford to use the site (non-Lewisham groups).
- Improving in-house staff skills in the use of social media, once the research above is complete and NACV are clear in the clients they wish to attract.
- Utilising the final building on site – currently not renovated to make the balance of the site work, but are there possibilities here?

#### 4. Pro-rata reductions across all groups

***What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?***

NACV have modelled a cut across their budget but are left with a fundamental question - how do they keep running, and keep the ethos of the work and people they want to provide the site to, if they embrace a commercial arm.

***Have you modelled this cut and developed an action plan for its implementation?***

At present NACV see themselves as a Lewisham project. If funding were to be cut substantially or completely, they would no longer look on themselves as this which is a fundamental shift.

Therefore the impact of loss or significant reduction in the funding would mean the de-prioritising of the Lewisham group bookings.

NACV are aware that they are dealing with a two sided cut – to themselves where they would need to increase charges but also to the groups who are losing funding themselves. If the cost were to increase for Lewisham groups at the same rate of other groups, it would be a 225% increase in the charge.

Transport – they would look to protect the minibus provision which they raise considerable funds to support already. Some groups use Lewisham Community Transport who do charge.

In the new year, one member of the team will be reducing their hours, creating an approximate £6k saving.

#### Conclusion

***Any other comments / areas discussed***

Semi-retirement of founders – there is some nervousness about this situation which should take place in the next 18 months. The Trustees are keen for both founder members to remain on some form of contract to assist with fundraising and financial management expertise. This would mean that the founding staff would remain on site but the house they currently use will be given to whoever comes in to manage the site full time.

At present, NACV feel that the Council's support is critical through this transition period and plan to designate transition reserve of approximately £20k in their annual budget.

***Conclusion and recommendation***

It seems to still stand that NACV is “a unique and valuable resource to the borough” as outlined in the recommendation report for the continuation of their main grant in 2015. They have strong data outputs which show the high percentage targets being met year on year.

NACV are aware that they may need to change how they target clients with the funding changes as so far they have been dedicated to providing a service to Lewisham groups, which is often at a financial disadvantage to NACV.

**Therefore, it is recommended that Noah's Ark receive a pro-rata cut.**

<b>Equalities groups disproportionately impacted by recommendations</b>			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:	X	Sexual orientation:	
Disability:	X	Gender reassignment:	
Religion / Belief:			
<b>Commentary and potential mitigations:</b>			
<p>NACV's ethos focuses on providing a safe, secure, rural setting for some of the most disadvantaged groups in Lewisham where they can develop resilience, confidence and interpersonal skills by allowing them to experience 'community' life in the countryside in purpose designed facilities.</p>			

## Main Grants 2017-18 report

<b>Name of organisation</b>	Parent Support Group
<b>Date of meeting</b>	Will take place on 14 November 2016
<b>Names and positions of attendees</b>	Anne Williams, Family Support Group Ali Williams, Development Officer, LB Lewisham Andy Thomas, Cultural Development Manager, LB Lewisham

Group Name:	Total	Q1	Q2	Q3	Q4					
Total funding received 2015-16	3,780	N/A	1,260	1,260	1,260					
Total funding received 2016-17	5,040	1,260	1,260	1,260						
Outcomes	<p>1. Parents seen on referral from health and social care professionals for vulnerable adults who benefit from being connected via our Buddy system to PSG activities in their area.</p> <p>2. Buddy service delivered to parents who are Mental Health service users – reducing social isolation.</p> <p>3. Volunteer befriending service through our Buddy scheme for vulnerable parent and carers, reducing social isolation.</p> <p>4. Isolation/social exclusion of parent carers of disabled children and young carers reduced by connections made with PSG and 'hand held' access to other services</p>									
Outputs:	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	2016-17 Q2	% Achieved TD
Parents offered telephone support	60	18	23	21	62	103				
Home visits undertaken	15	7	4	3	14	93				
Referrals to counselling	30	12	8	9	39	130				
Focussed discussion sessions and residential workshops	9	8	9	10	27	300				

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

Parent Support Group has achieved or over achieved 100% of most targets over the 2015/16 9 month monitoring period. One of the outputs is below 100% but is above 90% and has therefore been ranked as green.

Have you achieved all of the wider outcomes outlined in the initial grant application?

Wider outcomes have also been achieved by the organisation

If no to either of the above:

What local support/evidence of need can you identify for the work you are undertaking?

Barnardo's report that:

- 61 per cent of British parents describe parenting as 'fairly' or 'very difficult'.
- 94 per cent of parents say it is helpful to talk to another person about parenting problems.

PSG is in regular contact with a broad range of parents and carers and other agencies including schools, children's centres, attendance and welfare, youth offending team, G.P's, Targeted Family Support, social services departments, police, courts etc in order to understand and be responsive to local need. 35% of service users come to the organisation as self-referrals having identified a need and independently sought support. The remaining service users come as referrals. The organisation is invited to attend an increasing numbers of Case Conferences, which is seen as indicative of growing local need and pressure on statutory services.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

It has not been possible to identify any ways of delivering savings. The organisation already work on a very small budget and through volunteers.

What alternative funding streams are you already pursuing?

The organisation is actively fundraising but has found that funding to support the kind of activities that it delivers is particularly squeezed. An application for funding is currently being considered by the Downham Assembly but this will not replace funding lost from the Main Grant.

Are there any other funding streams that you can identify that the council can support you to access?

Officers will be meeting to discuss whether there are any opportunities to provide support around fundraising.

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

FSG does not consider that a merger with another organisation would be beneficial to its service users and because services are delivered with such a small budget, it is also difficult to see how this would bring any financial benefits

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

The organisation already has a strong partnership approach but it is not possible to identify ways in which share resources would bring financial savings.

What support might you need to move these suggestions forward?

### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

As has already been noted PSG already operates on a very small budget and any cuts will therefore have a significant effect. It is difficult to quantify how this will impact on service users but the organisation continues to be committed to delivering its services to as many people as possible

Have you modelled this cut and developed an action plan for its implementation?

The cut has not been modelled so far

### Conclusion

**Any other comments / areas discussed**

**Conclusion and recommendation**

Family Support Group has performed well in delivering its outcomes and outputs at very little cost and continues to provide very good value for money. With such a small budget it is not possible to identify any ways in which further savings can be made. It is recommended that the organisation receives a pro rata cut.

Equalities groups disproportionately impacted by recommendations			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:			
Commentary and potential mitigations:			
<p>The organisation provides services that are open to all groups and it is not possible therefore to identify any groups that will be disproportionately affected.</p>			



## Main Grants 2017-18 report

<b>Name of organisation</b>	<b>Rushey Green Timebank</b>
<b>Date of meeting</b>	<b>31.08.16</b>
<b>Names and positions of attendees</b>	<b>Philippe Granger - CEO</b> <b>Susan Ryder - Trustee</b> <b>James Lee- Head of Service - Cultural and Community Development</b> <b>Maya Onyett- Volunteering and Cultural Participation Manager</b>

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Total funding received 2015-16	<b>£70,000</b>	N/A	£23,334	£23,333	£23,333
Total funding to be received 2016-17	<b>£93,333</b>	23,334	£23,333	£23,333	£23,333
<b>Outcomes</b>					
<ol style="list-style-type: none"> <li>1. Collaboration with Lewisham Volunteer Centre (VCL) to promote volunteering via local press and social media and promote time banking</li> <li>2. Collaboration with (VCL) to promote the Community Contributor card in relevant areas where card system is active</li> <li>3. Lewisham Volunteer Centre signposts clients to RGTB for time banking and card registration</li> <li>4. Collaboration with Community Connections and partners from the Community Connections consortium to refer clients to RGTB and also promote the Community Contributor Card</li> <li>5. Relevant Ward Assemblies promote the time bank and the Community Contributor Card</li> <li>6. Eco communities libraries promote the community contributor card as part of their strategy to attract and keep volunteers</li> <li>7. 25 Community /voluntary sector groups that engage volunteers sign up to promote the card within their organisation and local area</li> <li>8. 125 small traders are visited and asked to join the card scheme – target 55 to sign up and offer discounts</li> </ol>					

	<b>9. Lewisham Leisure services sign up to offer discounts</b> <b>10. 90 new people join the time bank</b> <b>11. 600 community contributors (volunteers) from across our VCS partners for the card have and use a community contributor card valid in Rushey Green, Catford South and Crofton Park</b> <b>12. 2600 time banking hours recorded between July 15 and March 16</b>									
<b>Outputs:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	2016-17 Q2	% Achieved TD
<i>One-to-one meetings with local traders</i>	125	30	56	57	143	114				
<i>Work with Local residents and groups who know their local traders in pilot areas</i>	25	6	27	12	45	180				
<i>Work with council officers to reach traders and leisure services</i>	15	2	9	9	20	133				
<i>Visits to groups</i>	40	2	33	17	52	130				
<i>Design and production of promotional materials for contributor card</i>					completed	100				
<i>Promote the scheme at Ward Assemblies</i>	7	2	2	4	8	114				
<i>Work with VCS and Community organisations to promote the scheme</i>	30	5	23	17	45	150				
<i>Develop a digital platform for quick and easy sign up</i>					completed	100				
<i>Produce and publish list of traders accepting the card</i>					ongoing	100				
<i>Presence at community events, assemblies, flyers in medical centres and through social media, referrals from Community Connections</i>	95	45	10	48	103	108				
<i>90 new people join the time bank</i>	90	25	30	31	86	96				
<i>600 community contributors (volunteers)</i>	600	210	200	211	621	104				
<i>2600 combined time banking/ volunteering hours recorded</i>	2600	1000	1210	1166	3376	130				
<i>Set up a Foodcycle Hub at the Calabash Centre as a platform to increase</i>							1	1		100%

participation and reduce isolation among service users and referrals from Community										
Number of volunteers recruited for the Foodcycle project							<b>90</b>	<b>130</b>		<b>578%</b>
Number of Foodcycle meals produced by the volunteers							<b>1000</b>	<b>156</b>		<b>62%</b>
Hold a Lewisham Volunteering event at St Laurence Centre in Catford with Community Connections partners, to showcase volunteering opportunities to support isolated people							<b>1</b>	<b>0</b>		<b>0%</b>
Showcase the Lewisham Local Community Contributor card at Ward Assemblies to promote the value and benefits of volunteering and community participation and development							<b>10</b>	<b>0</b>		<b>0%</b>
Number of festivals and events attended to showcase the Lewisham Local Community Contributor card to promote the value and benefits of volunteering							<b>15</b>	<b>5</b>		<b>133%</b>
Contact and/or visits to Lewisham community groups/organisations to encourage them to sign up to the Lewisham Local Community Contributor Card as an opportunity for them to thank and retain their volunteers and as a potential to attract more volunteers							<b>127</b>	<b>60</b>		<b>188%</b>
Number of Lewisham Community organisations/groups that have newly signed up to the Lewisham Local Community Contributor Card scheme							<b>83</b>	<b>5</b>		<b>24%</b>
Number or newly registered Lewisham Local Community Contributor Card holders							<b>1037</b>	<b>134</b>		<b>52%</b>



## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

Rushey Green Time Bank has delivered well against its outputs, achieving fully against all of them and exceeding targets in 8 out of 13. Highlights of the year include achievements around:

- Lewisham Local Community Contributor card
- Wildcat Wilderness project
- Foodcycle hub
- Community gardens

Have you achieved all of the wider outcomes outlined in the initial grant application?

The organisation has deliver a broad ranging programme of work that has achieved all of the wider outcomes, much of which is not captured on the out puts table above. This includes:

- 268 new volunteers across projects (but not all yet signed up to time banking)
- 147 still be registered as time bank volunteers from the Wild Cat Project
- over 600 local residents using the Wild Cat Wilderness in 6 mths and 200 children at the site every week
- Sabrina's Kitchen' - partnership project with Foodcycle has started and resulted in an additional 123 volunteers signed up
- Increased collaboration with Community Connections
- A large number of community gatherings

The organisation has also received a very positive response to the community contributor card from London funders which has posted a blog on its website.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

N/A

What local support/evidence of need can you identify for the work you are undertaking?

The success of the projects in terms of the numbers attending and getting involved demonstrates that there is a need for the services that the organisation provides

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

The organisation has not been able to identify any opportunities to deliver significant savings but will continue to explore ways in which this might be possible. Officers will provide support in doing this where appropriate.

What alternative funding streams are you already pursuing?

RGTB has been successful in accessing funding from the People's Health Trust and is currently waiting for a response to an application to Comic Relief.

The organisation is also exploring funding opportunities with :

- Awards For all,
- City Bridge Trust,
- Big Lottery
- Tudor Trust
- Esme Fairbairn.

This funding will not replace Council funding but will enhance service delivery.

Are there any other funding streams that you can identify that the council can support you to access?

There are no opportunities currently but officer will continue to provide support where appropriate

## 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

The organisation has been part of discussions with Voluntary Action Lewisham and Volunteer Centre Lewisham around the development of a new voluntary sector infrastructure support organisation and which may lead to a merger involving some or all of the parties or the emergence of an entirely new organisation.

At this stage it is too early to know what the outcome of these discussions will be and whether RGT will play an ongoing part.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

See above.

What support might you need to move these suggestions forward?

Officers are actively involved in supporting the current discussions and are hopeful that these will be productive.

#### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

If the discussions around RTG playing a part in a new voluntary sector infrastructure organisation are pursued then there may be more opportunities for efficiencies. If this is not the case then the organisation has always had a flexible approach to service delivery and will adapt accordingly.

The organisation is keen to keep developing the Community Contributor Card and will if necessary try to access alternative funding to do this.

Have you modelled this cut and developed an action plan for its implementation?

No specific modelling has taken place so far but this is at least in part due to the ongoing discussions regarding infrastructure support which it is hoped will lead to major changes in the organisation.

#### Conclusion

**Any other comments / areas discussed**

RGT are open to new branding and would like to include a more Lewisham wide name.

**Conclusion and recommendation**

The organisation has performed strongly and achieved its outputs and outcomes. Discussions around merger are continuing but at this stage it is difficult to know whether RGTB will be part of this process. The organisation will continue to actively fundraise but this is unlikely to replace Council funding.

Negotiations with VAL and VCL are ongoing at the time of writing so funding may well be merged into a new service offer but, at the present time, **it is recommended that the Rushey Green Timebank receives a pro-rata cut.**

<b>Equalities groups disproportionately impacted by recommendations</b>			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:	X	Sexual orientation:	
Disability:	X	Gender reassignment:	
Religion / Belief:			
Commentary and potential mitigations:			
<p>The organisation primarily provides services for older people and people with disabilities and so these groups will be disproportionately impacted by the recommendation. If RGTB is part of the new Voluntary sector infrastructure support organisation, this will mitigate against the impact of the cuts and officers will continue to work with RGTB around this option and others</p>			



## Main Grants 2017-18 report

<b>Name of organisation</b>	<b>Saxon Crown</b>
<b>Date of meeting</b>	<b>6<sup>th</sup> September 2016</b>
<b>Names and positions of attendees</b>	<b>Neil Amos (Chair - Saxon Crown) Petra Marshall (Community Resources Manager – LBL) David Walton (Community Assets Manager – LBL)</b>

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Total funding received 2015-16	£10,000	N/A	£3,333	£3,333	£3,333
Total funding to be received 2016-17	<b>£13,333</b>	£3,333	£3,333	£3,333	
<b>Outcomes</b>	<p><b>Creation of a volunteer network training programme for swimming in Lewisham</b></p> <p><b>Improved standards of swimmers in each section of the Aquatic delivery</b></p> <ul style="list-style-type: none"> <li>- Schools – higher national curriculum standards</li> <li>- LTS programmes – increase rates of progression</li> <li>- Disability – greater provision</li> <li>- Competitive – wider base upon which to draw talent</li> </ul>				

<b>Outputs:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	2016-17 Q2	% Achieved TD
<b>Two level 1 swim teacher courses</b>	2	0	0	1.4	1.4	70%				
<b>20 swim teachers trained</b>	20	0	0	14	14	70%				
<b>10 weeks of swim crash courses</b>	10	0	0	3	3	30%				
<b>2 volunteers for disability swim sessions</b>	2	0	0	2	2	100%				
<b>Level 1 and level 2 swim teacher course</b>							2 courses	0		0%
<b>Disability Swim Sessions – extra swimmers</b>							20	7		140%
<b>School holiday Crash Courses - individual swimmers</b>							600	180		120%
<b>Inclusion Programmes extra individuals</b>							40	0		0%
<b>School links - extra schools involved</b>							4	2		200%
<b>College links – work experience individuals</b>							10	1		40%
<b>Comments (relating to performance)</b>										



## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

The original funding application (2015/16) from Saxon Crown sought to achieve four outputs. Saxon Crown were only able to fully achieve one output at 100%. The remaining three outputs failed to reach 90% of the agreed targets. The report below provides some context for the failure to reach 90% of the agreed outputs and details the mitigation put in place to deal with this under performance

In Q1 of 2016/17 there has been a combination of actual delivery and preparation for delivery in later quarters. There are still some challenges for Saxon Crown but they have embraced the opportunity.

- The dates for both the swim teacher courses have been established and recruitment of candidates is underway.
- The newly trained swim teacher volunteers are continuing to support the Saxon Crown swim sessions.
- Extra swimmers have been attracted to the Tiger Sharks sessions – up from 35 to 42.
- 3 weeks of swim crash courses were delivered in school holidays.
- Attendance at People's Day to gather data to help design the inclusion programmes
- 12 schools engaged on the school links programme
- 1 student (LeSoCo) engaged on work experience

Have you achieved all of the wider outcomes outlined in the initial grant application?

The funding for Saxon Crown is for a discrete project which is standalone from normal club activities. It has benefits for swimming in Lewisham both in the short term and longer term. Saxon Crown are keen to deliver against the agreed outputs and have the commitment and spirit to do so.

Significant progress has been made towards the creation of a volunteer network for swimming in Lewisham – a total of 20 volunteers are regularly contributing. These volunteers are contributing each week in mainstream club and disability session environments. The club should be commended on their work with disabled swimmers, which is a real strength in their delivery.

Two of these volunteers have gained employment with their Level 1 qualification. The intention is that the grant continues to build upon this work in 2016/17 through the training of more volunteers.

It is more difficult to determine whether there has been progress against the remaining outcomes. These need to be reviewed over the longer term to assess whether progress has been made. It is also the case that there are many factors beyond the application of

this grant which will have a determining impact on whether progress has been made. For instance, attainment in school swimming lessons is a much bigger issue that may be affected by other factors beyond the control of Saxon Crown and their grant. It would be prudent to revisit this issue at a later date.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

### 2015/16

Only 64% of the grant was spent in 2015/16. However outputs averaging 67.5% were achieved. This indicates that although the grant was not fully spent in 2015/16 the club were delivering value for money.

The awarding of the grant in July 2015 coincided with the summer break for Saxon Crown and therefore impacted upon their ability to organise initiatives until later in the year. This was particularly relevant in respect of the crash courses. These ordinarily take place during school holidays and the grant decision in July meant that there was not enough time to arrange courses during the long summer holidays. Running these courses during the Christmas holidays would have resulted in a low take up. Realistically the opportunity to run the crash courses was limited to Autumn half term, Spring half term and the Easter holiday. The maximum number of courses that Saxon Crown could have run in these circumstances would be 4. They managed 3. Saxon Crown have run a full programme in 2016/17.

Saxon Crown organised 1 swim teacher course for 10 individuals and found places on other courses for a further 4 individuals. Saxon Crown were reliant on Fusion Lifestyle for pool time, meeting room space and also securing training via their preferred training supplier. The delays were due to securing the dates for the course and getting commitment from a trainer to deliver it.

Saxon Crown are a sports club of volunteers. They are well versed with the delivery of swim coaching, training and hosting competitions. However, managing grant aid is new to them. They are also new to the type of partnership working originally envisaged in this grant. Saxon Crown were keen to develop a productive working relationship with Fusion Lifestyle. They intend to take lessons learnt forwards into 2016/17.

As a consequence only 64% of the grant was spent – however 67.5% of outputs were achieved. The remainder of the grant was carried forwards to 2016/17 by agreement. This meant that additional outputs have been agreed for 2016/17.

### 2016/17

The outputs for 2016/17 were agreed in September 2016 after a series of meetings with Saxon Crown. These meetings were collaborative and were used to develop the outputs to reach a balanced and realistic programme.

The nature of the programme is such that it is not constant throughout the year. Outputs are expected in some Quarters but not in others; which explains why there are some

outputs with 0% delivery at the end of quarter 1. Overall there is much more confidence that the outputs will be delivered in 2016/17.

The swim teacher courses have been confirmed for November (Q3). This is in line with the agreed outputs. Saxon Crown are currently recruiting for the course.

The inclusion session delivery is programmed for Q3 and Q4. Saxon Crown attended People's Day 2016 in line with their proposal to gather information to help design the nature of the final scheme. Saxon Crown have started the link sessions with Fusion learn to swim to support disabled swimmers in mainstream lessons. They are also planning a new Tiger Sharks session at the Bridge Leisure Centre.

The College links aspect of the outputs is scheduled to be delivered in Q3.

What local support/evidence of need can you identify for the work you are undertaking?

Numerous surveys have indicated low swimming participation from Lewisham residents. This is further supported by the poor standard of swimming capability amongst children who attend swimming lessons in the school environment.

The newly qualified swim teachers are delivering within the swim club sessions as volunteers. Take up of the crash courses is encouraging and there increased take up of the disability swim sessions.

Saxon Crown has a membership of 465 (October 2016) up by 100 compared to 2014. They have also had increased attendances across the board, including disability (38 to 50), Masters (38 to 52) and learn to swim (59 to 95); and currently have a waiting list of 80.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

The funding for Saxon Crown is for a discrete project which is standalone from normal club activities. As such there are no opportunities for significant savings.

What alternative funding streams are you already pursuing?

The main alternative funding for this type of project would come from Sport England or the GLA. Sport England are still reviewing all their funding streams in the light of the new Government strategy on sport and physical activity. The GLA/London Mayor does have some funding streams for sports. Saxon crown will be encouraged to investigate these other funding sources for any new projects.

Are there any other funding streams that you can identify that the council can support you to access?

There are a number of Trusts who will support sports participation initiatives however Saxon Crown have not asked for assistance. Help will however be given if requested so that Saxon Crown can utilise the communications networks and contacts held by the Council.

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

Although the project is led by Saxon Crown it is already working in partnership with Fusion Lifestyle who provide pool time, meeting room space and have assisted with establishing the training of swim teachers. There is a possible collaboration with 1Life in the future.

There are not any other viable partnerships in Lewisham.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

St. Dunstan's Enterprises operate the only other pool in the Borough (located at St. Dunstan's School). They have not yet been approached but their model is purely one of delivering swimming lessons.

What support might you need to move these suggestions forward?

Officers will continue to work with Saxon Crown in respect of the grant but also across all aspects of club business.

### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

Officers discussed a larger than 25% cut due to under performance against some outcomes, the underspend from 2015/16 and the need to concentrate delivery on aspects which best suit Saxon Crown's strengths and resources.

In discussion with Saxon Crown it was concluded that the grant for 2017/18 and 2018/19 could be reduced to offer a core level of service; and to reflect the underspend in 2015/16. In this instance core equates to Level 1 and Level 2 swim teacher training (mix as required) plus Crash Courses, Disability Sessions and continuing the link sessions where people with disabilities to get additional support to enable them to benefit from mainstream Fusion LTS .

It was agreed that the elements of the project that would no longer be funded still have merit but that delivering it through Saxon Crown was not necessarily the best route. Saxon Crown agreed to this approach, and were keen to concentrate on the elements they were best at delivering.

It was agreed to reduce the grant by 50% but allow Saxon Crown to spread the delivery of their additional non-core outputs in 2016/17 across the remaining 2 years of the grant along with any underspend from 2015/16.

A 50% cut in grant would mean the loss of some of the sports development components of the project. These have specifically been designed to target the sections of society who have poor indices of health and low swimming capabilities. Saxon Crown have recognised that this type of work is outside their natural territory and delivering the agreed outputs has been a challenge. However, it still remains the case that these initiatives have merit.

The downsizing of the project would result in a concentration on the training of swim teachers, with any remaining grant allowing the continuation of crash courses for school age children in school holidays, a continuation of the training of volunteers for the disability swim sessions and the retention of the link for people with disabilities.

Have you modelled this cut and developed an action plan for its implementation?

Officers discussed in detail with Saxon Crown the implications of a 50% cut and what it would look like financially.

Any reduction would not have an impact on the viability of Saxon Crown as a club.

## Conclusion

### **Any other comments / areas discussed**

This project has been designed to tackle inequalities within swimming and to improve the overall standard of swimming within the community. This becomes more relevant since the Council has withdrawn free swimming to those aged 16 and under from October 2016.

The training of swim teachers (for voluntary work and paid employment) is to help improve swimming standards across Lewisham by providing an ongoing supply of newly qualified people. It is suggested that this element of the project continues.

Swimming standards in Lewisham are very poor amongst young people. This is evidenced in the data from school swimming. It is hoped that this element of the project can continue through the provision of crash courses during school holidays but it is reliant on a carry forward of any underspend. Pupils are invited to attend the courses after being referred by their school. Those targeted have not achieved the 25m swimming target set in the National Curriculum.

Saxon Crown are to be commended on their work with disabled swimmers. The aspiration to provide more sessions for people with disabilities in other pools should be supported.



This is further enhanced by the provision of additional volunteers to enable customers to maximise the benefit of their attendance.

**Conclusion and recommendation**

Saxon Crown have embraced the world of grant aid. It is new territory for them and has resulted in a steep learning curve. The spirit of the grant has been delivered if not all of the outputs and as a club they are in a much stronger position to deliver outputs against this or any other grant. Of particular merit is their work with disabled swimmers.

**The recommendation is to reduce the grant by 50%.** This will allow the core element of the original grant (swim teacher training) to continue and to be shaped over the next two years to meet demands for volunteers and paid employment. Any underspend will be allowed to be carried forwards.

**Equalities groups disproportionately impacted by recommendations**

Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:	X	Gender reassignment:	
Religion / Belief:			

**Commentary and potential mitigations:**

Saxon Crown provides swimming teaching and coaching to both children and adults. They also provide support to disabled individuals wishing to swim at all levels (learning to swim through to competitive level).

It is likely that the support to the Tigersharks (Saxon crowns in house disability group) will be impacted by the reduction in grant as primary focus of the grant will be on mainstream swim teacher training. Officers will work with Saxon Crown to agree revised outcomes and outputs going forward that keep this impact to a minimum.

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Main Grants 2017-18 report

Name of organisation	Second Wave Youth Arts
Date of meeting	29 Sept 2016
Names and positions of attendees	Phil Turner – External Relations and Development, Second Wave Youth Arts Ann Considine – Artistic and Project Director, Second Wave Youth Arts Cheryl Brown – Chair of Trustees, Second Wave Youth Arts Andy Thomas – Cultural Development Manager, London Borough of Lewisham Nancy Stridgen – Cultural Development Officer, London Borough of Lewisham

Group Name: Second Wave Youth Arts	Total	Q1	Q2	Q3	Q4
Total funding received 2015-16	<b>£39,843</b>		8,898	8,899	8,898
WATAS Widening Access to Arts & Sports	26,695	-			
SCC Stronger Cohesive Communities	13,148 SCC		4,383	4,382	4,383
Total funding received 2015-16	<b>£53,124</b>	8,898	8,898	8,898	8,898
WATAS Widening Access to Arts & Sports	35,592				
SCC Stronger Cohesive Communities	17,532 SCC	4,383	4,383	4,383	4,383

Outcomes	<p><b>Widening Access to Arts and Sports</b></p> <ol style="list-style-type: none"> <li>1. Increase participation in youth cultural activities and community arts.</li> <li>2. Provide progression pathways in creative learning and skills development.</li> <li>3. Develop outreach initiatives in community settings.</li> <li>4. Develop youth arts process as vehicle for increasing community safety, social responsibility, resilience &amp; well-being.</li> <li>5. Build inter-generational participation.</li> <li>6. Create new volunteering &amp; training opportunities for young people.</li> <li>7. Create flexible opportunities for youth employment at Second Wave.</li> <li>8. Promote active citizenship, leadership skills, and community cohesion in Lewisham.</li> </ol> <p><b>Strong Cohesive Communities</b></p> <ol style="list-style-type: none"> <li>9. Build inclusion and social cohesion in Lewisham through an innovative networking approach.</li> <li>10. Strengthen borough wide collaboration through cost-effective, cross-sector partnership work.</li> <li>11. Develop outreach initiatives in community settings in response to changing needs.</li> </ol>				

<b>Outputs:</b>	12. Develop Second Wave as vehicle for increasing community safety, social responsibility, resilience & well-being. 13. Build best practice in inter-generational participation and the sharing of skills. 14. Create new volunteering & training opportunities for young people and widen access to these opportunities. 15. Create flexible opportunities for youth employment at Second Wave and widen access to these opportunities. 16. Promote new approaches to active citizenship, networking skills and community leadership for young people in the borough.									
	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	2016-17 Q2	% Achieved TD
1. 72 youth arts workshops involving over 150 regular participants new users;	72	26	52	76	76	106%	20	20		100%
2. 9 platform performances for youth audiences of 360+ people (30% new users)	9	3	6	12	12	133%	3	3		100%
3. 15 learning support & creative skills sessions for 60+ participants	15	7	12	18	18	120%	5	5		100%
4. 15 outreach sessions involving 300+ local people in community settings	15	8	14	16	16	107%	5	4		80% to be weighted in other Q's
5. 16 training and support sessions for 30 young volunteers	16	8	14	16	16	107%	5	5		100%
6. 9 drama performances for intergenerational audiences of 450+ people (40% new users)	9	4	8	10	10	111%	3	3		100%
7. 3 social action projects for 30 young volunteers	3	3	4	5	5	167%	1	2		200%
8. 15 training and support sessions for 18+ young workshop leaders	15	9	15	20	20	133%	5	4		80% to be weighted in other Q's
9. 12 work placements, traineeships and employment opportunities for young people at Second Wave	12	5	10	15	15	125%	5	6		120%
10. 3 intergenerational outreach events for 100+ local new users	3	2	4	5	5	167%	1	1		100%

11. 40 inclusive community safety workshops involving 150 regular participants & 75+ new users	40	<b>14</b>	26	42	42	<b>105%</b>	12	12		100%
12. 8 outreach/partnership events for 360+ people in different parts of the borough (50% new users)	8	<b>3</b>	6	9	9	<b>113%</b>	3	2		66% to be weighted in other Q's
13. 18 support sessions involving 36+ young women	18	<b>12</b>	12	18	18	<b>100%</b>	5	5		100%
14. 6 speakeasy and symposium events for intergenerational audiences of 300+ people (40% new users)	6	<b>2</b>	4	6	6	<b>100%</b>	2	2		100%
15. 16 training sessions for 30 young volunteers	16	<b>10</b>	14	18	18	<b>100%</b>	5	6		120%
16. 3 action research projects for 30 young volunteers	3	<b>2</b>	2	3	3	<b>100%</b>	1	1		100%
17. 15 training and support sessions for 18+ young community leaders	15	<b>9</b>	14	18	18	<b>120%</b>	5	5		100%
18. 18 learning support & networking skills sessions for 50+ participants	18	<b>7</b>	15	18	18	<b>100%</b>	6	5		83% to be weighted in other Q's

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

Second Wave Youth Arts (SW) has exceeded targets across 'Widening Access to Arts' and 'Strong and Cohesive Communities' over the 2015/16 monitoring period.

Second Wave has had a successful year due to the quality of the work and programming in-house and within the new schools outreach programme. 175 young people were regularly engaged with Second Wave via both areas of programming.

### **Wider Community**

5 intergenerational outreach events were completed in 2016/17 in excess of the target of 3.

### **Volunteering Progression and Employment**

SW have enabled volunteering opportunities to 42 young people, 12 young people have been given work experience placements and 12 young people have been employed by Second Wave in this period.

Have you achieved all of the wider outcomes outlined in the initial grant application?

### **Widening Access to Arts**

It is considered that outcomes have been over achieved for age ranges 11-16 and 17-24. Those aged 25+ have also been regularly engaging with Second Wave via intergenerational work. Second Wave have worked in Deptford Green School and Conisborough College in this period and have employed local young people to help lead outreach to schools. This high quality schools programme will be increased from 2 schools to 6 schools in the 16/17 period.

### **Strong Cohesive Communities**

Outcomes have also been over achieved in this time period. Second Wave have been a lead organisation in the Lewisham Hate Crime Steering Group and there has been strong programming with the Metropolitan Police. Young people have worked with officers via the 'Critical Encounters' programme to build understanding of each other's experience and act as advisors on 'Stop and Search' and 'Direct Entry' in partnership with the Stephen Laurence Centre. (Direct Entry is a project working with senior officers who are newly recruited to the police force.)

The high quality Home Office 'Prevent' programming has been substantial across this time period and relates to both themes allowing access to arts whilst educating and informing young people about the dangers and routes to radicalisation and social media issues for young people.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

N/A.

What local support/evidence of need can you identify for the work you are undertaking?

Second Wave's programming responds to the needs of local young people and allows them to develop their potential.

It was discussed that many young people engaged with SW have challenging home lives and turn to Second Wave in crisis situations. Engagement with SW allows a secure constant in their lives outside of school hours and strong pastoral care.

The provision is free for over 16's (£2 a session for 11-16 year olds).

Case studies evidence how involvement allows stresses to be expressed and builds personal responsibility and responsibility for others and increases opportunities for positive progression routes.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

The organisation stated that efficiencies had been made over the last 4 years and there were no areas to realise further savings. It was stated that staff members are flexible and work often on a sessional basis. Volunteers are utilised and supported with training and board members contribute significantly for free.

What alternative funding streams are you already pursuing?

The following funding streams are designated for specific projects and would not realise savings from the Lewisham Main Grant:

- Home Office – Prevent
- Children in Need
- Earned income via schools programme large increase in 15/16
- Earned income via hires
- Partnership bids are being written currently

Are there any other funding streams that you can identify that the council can support you to access?

Lewisham Officers will work to support Second Wave to support the following funding streams:

- Home Office applications
- Section 106/CIL
- Deptford Challenge Trust

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

It was stated that a merger would not be appropriate or realise savings at this time. Partnership work is being carried out by the organisation and resources are being received via free training from SLAM and the VAWG Forum.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

The organisation is already working with

- Afghan and Central Asian Association
- Somali and Somaliland Community in Lewisham (SSLC)
- Stephen Lawrence Centre
- Metropolitan Police

What support might you need to move these suggestions forward?

N/A

### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

The organisation stated that there is no current replacement for a cut of Lewisham funding and that any cut would lead to a reduction of delivery in the borough as there are no further efficiencies to be made.

The organisation stated that they are working to expand their outreach programme, and a cut in investment could hamper this growth and reduce employment and development opportunities for local young people.

Have you modelled this cut and developed an action plan for its implementation?

It was stated that a cut has not been modelled, but that the organisation would continue to fundraise.

### Conclusion

#### Any other comments / areas discussed

##### Pastoral care and involvement with other agencies

It was discussed that staff are professionally trained to offer support and involvement of agencies for young people's issues. This can include domestic violence, street violence and crime enforcement, young women's safety and empowerment and homelessness. Case studies show that Second Wave can be the only group of trusted adults in some of the participants' lives and a very important part of their development and life chances.



**Influence and representation of Lewisham's young people**

Young people have represented Lewisham in this time period at Second Wave via the Critical Encounters programme and the 'Direct Entry' scheme as detailed above, but also at the House of Lords, House of Commons and New Scotland Yard. They have been key in informing police on young people's viewpoint and stresses and fostering a better understanding between young people and the police.

**New Outreach to other geographic areas of borough**

Work on the Home Office 'Prevent' programme has allowed young people to perform and lead discussions via the 'Shadow Games' performance on radicalisation. Workshops around the performance and discussions on violence and young people have outreached into 2 Secondary schools. This will increase to 6 schools across the borough in 2016/17, which is a large change for SW. Earned income has increased from £5K to £26K in this period.

**Conclusion and recommendation**

Second Wave Youth Arts over achieved outputs and outcomes for 2015/16 and are predicted to over achieve outputs and outcomes for 2016/17.

The organisation stated that there is no current replacement for a cut of Lewisham funding and that any cut would lead to a reduction of delivery in the borough as there are no further efficiencies to be made. Officers will work with the organisation to develop an action plan to address the effect of a pro-rata cut.

**It is recommended that Second Wave Youth Arts receive a pro-rata cut.**

**Equalities groups disproportionately impacted by recommendations****Ethnicity, Gender and Age**

Ethnicity:	x	Pregnancy / Maternity:	
Gender:	x	Marriage & Civil Partnerships:	
Age:	x	Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:			

**Commentary and potential mitigations:**

Second Wave's provision for young people is representative of its local area in Deptford, which has a high percentage of young people who are BAME. Programming also specifically supports young women's safety, wellbeing and progression. The recommendation will therefore have a disproportionate impact on age, ethnicity and gender.

Officers will work with the organisation to develop an action plan to mitigate against the impact of a cut.

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## Main Grants 2017-18 report

<b>Name of organisation</b>	<b>Seniors – Elder Persons Resource Centre</b>
<b>Date of meeting</b>	<b>Wednesday 14 September 2016</b>
<b>Names and positions of attendees</b>	<b>James Dobson - Chair and Temporary Treasurer, Seniors David Warren – Seniors Trustee Lucy Formolli - Development Officer Cultural Development, LBL James Lee – Head of Culture and Community Development, LBL</b>

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Total funding received 2015-16	<b>£34,224</b>	<b>N/A</b>	£11,408	£11,408	£11,408
Total funding to be received 2016-17	<b>£45,632</b>	£11,408	£11,408	£11,408	

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>% Achieved</b>	<b>2016-17 Target</b>	<b>2016-17 Q1</b>	<b>2016-17 Q2</b>	<b>% Achieved TD</b>
<b>Outcomes</b>	<b>Support</b>									
	1. Males aged over 60 to experience reduced levels of isolation and loneliness. Participants to confirm that they have benefitted from the 'Men's Shed' project and have increased positive social interaction as a result									
	2. People aged 60 or over increase their fitness levels and reduced need for medical intervention									
	3. People aged over 60 feel reduced levels of loneliness and isolation. Attendees confirmed that they have benefitted from the outings and have increased positive social interaction as a result									
	4. People over 60 to benefit from increased mental stimulation and improved feelings of wellbeing									
	5. Older people become more creative and confident, also increasing their level of sociability									
	6. People over 60 to improve their health and sociability									
<b>Outputs:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	<b>2015-16 Total</b>	<b>% Achieved</b>	2016-17 Target	2016-17 Q1	<b>2016-17 Q2</b>	<b>% Achieved TD</b>
Taster' programme of practical 2 hour sessions such as woodworking, repairing electrical equipment, games	14 sessions	2 (tasters) ?	12 (4 attendees)	12 (4 attendees)	<b>26 - 96 participants</b>	<b>185% sessions</b>	240 participants PA	30	<b>N/A</b>	<b>13%</b>

such as pool, darts etc. for older men. Ideas to be tested through open days and monthly events with a view to being rolled into a 'Men's Shed' project in 2016.			per week 48)	per week) 48			(changed to Participants PQ)			
Weekly programme of physical activity sessions (e.g. line dancing, zumba and tai chi) plus wellness sessions of 60 minutes duration delivered to 30 participants per week over 36 weeks	36 Sessions to 1080 participants	12 Sessions / 38 PW	12 sessions / 37 PW	12 Sessions 47 pw	<b>36 + Sessions 1476 Participants</b>	<b>100% Sessions delivered 136% of participants</b>	2000 participants PA	581	<b>N/A</b>	<b>29%</b>
6 theatre events, day trips, tea dances etc. organised during the 9 months (20 participants each).	6	2	2	0	4	<b>66%</b>	8 Outings PA 20 participants on each	4	<b>N/A</b>	<b>50%</b>
Weekly Whist Drive, French conversation, bereavement counselling etc. plus quarterly quizzes, film shows delivered to 25 people per week over 36 weeks	36 Sessions 900 participants	12 Sessions 31 PW	12 Sessions 48 PW	12 Sessions 36 PW	<b>36 + sessions 1387 participants</b>	<b>100% Sessions Delivered 154% participants</b>	1800 Participants PA	701	<b>N/A</b>	<b>40% - on target</b>
26 1-2-1 IT sessions led by Digital Champions with one-off Pop up Techy tea in second quarter	28	10	10	10	<b>30 Sessions</b>	<b>107%</b>	88 participants	40	<b>N/A</b>	<b>45.00%</b>
Weekly Grow, Cook and Eat project with 5 Seniors volunteers and 5 volunteers from the Youth Offending Service over 36 weeks	36	12	12	12	<b>36 sessions (20 regulars PW</b>	<b>100% Delivered</b>	288 - 72 participants PQ	<b>60 - official project ended but 5 garden vols ongoing PW</b>	<b>N/A</b>	<b>20%</b>

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

1 out of 6 target outputs was not met by Seniors in 2015-16. This is the following output **6 theatre events, day trips, tea dances etc. organised during the 9 months (20 participants each).**

However Seniors has subsequently made this up, by arranging an additional 2 trips in Q1 of 2016-17. Seniors has met or exceed all other target outputs

By not achieving the output above suggests Seniors have not delivered on the outcome of 3. **'People aged over 60 feel reduced levels of loneliness and isolation. Attendees confirmed that they have benefitted from the outings and have increased positive social interaction as a result'** as trips are fundamental to this outcome being achieved – as stated this has been made up in Q1.

Have you achieved all of the wider outcomes outlined in the initial grant application?

Although the agreed outputs and outcomes above are as indicated, there are wider plans in the application form that have not been fully achieved.

For example there is no evidence to suggest that Seniors have delivered on the below: *'We have agreed that we will work with transport providers (e.g. Access Lewisham Volunteer Services Lewisham) and Lewisham Community Transport Services) to ensure that those housebound older people are not prevented from accessing the programme of activities and services available at Seniors'.*

In addition the application stated: *In 2013 Seniors entered into a partnership with Eco Communities in order to benefit from that organisation's expertise in bid writing, fundraising, governance support and setting up financial systems. This partnership was guided by a partnership agreement which clearly set out the obligations on both parties.*

This agreement came to an end without significant changes having been achieved at Seniors. Therefore the need to strengthen the organisation's financial management and governance remains unmet. However Seniors still contract an hourly paid fundraiser and monitoring worker to work on bids and main grant monitoring.

Furthermore the application stated: *Seniors is proposing to recruit a Centre Administrator/Operations Manager who will be responsible for promoting new activities across the Borough.* Although they originally expressed the need for and recruited a centre manager as the primary use of the Main Grant Funding, that relationship was terminated and the grant now funds the administrator. However some of the grant is used to subsidise the other internal management of the centre itself.

This is not in the spirit of the original agreement. Seniors understand that this grant is not to be used for basic core running of the organisation and will adapt accordingly, continuing to fund, train and develop the administrator or provide a coordinator through the grant payment and seek the employment of a centre manager/coordinator.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

### **What are the mitigating factors?**

Mitigating factors for the following output not achieved:

#### **6 theatre events, day trips, tea dances etc. organised during the 9 months (20 participants each).**

Seniors have stated that although the organisation did not deliver on this output, they are in a partnership with The Ackroyd Centre and their members often go on Ackroyd trips – which Seniors suggested as they have a joint membership scheme, these trips should be counted.

It was questioned whether this was effectively reporting on an Ackroyd output who are also main grant funded. Therefore it is felt that this output has not been achieved with no mitigating factors for 2016-17.

### **What plans are in place for improving performance?**

There are no performance issues with Seniors service delivery, they are meeting most and exceeding many targets, and adding new sessions for their service users all the time - most recently the successful Disco Dancing sessions. However with regard the organisations sustainability, there are no detailed plans in place to address a number of issues, which are fundamentally weakening the organisations future sustainability and ultimate viability.

The main issues for the organisation is that it struggles to remain financially solvent.

Seniors no longer employ a dedicated and experienced Centre Manager and this is an issue as the current administrator is over stretched and possibly in need of more training and support. This post does not include any fundraising or revenue generating role. Seniors sessions are good and well attended, however the burden of the building and the associated costs are causing Seniors major issues at an operational and financial level – the majority of funds attracted are used just to keep the building going and functional.

### **What progress has been made against actions agreed with your Development Officer?**

The main actions the organisation has been working to address with the Lead Officer relate to raising revenue through other funding sources. Using an 'as needed' fundraiser means that applications are going in, but these are not the kind of substantial grants really needed to take Seniors forward and get the organisation to be sustainable. This is due to fear over being able to afford to pay the fundraiser for the additional time needed to deliver a larger application.

The organisation has been tasked with dealing with their online presence as a priority – this will directly help deliver on increased lets for the building. Currently they are not online in any meaningful way to attract people to hire the centre for any activities. This is still not going forward. Lead officer feels that this is due to lack of experience in these issues within the board and volunteer base.

What local support/evidence of need can you identify for the work you are undertaking?

Community Connections has identified unmet need among individuals with dementia within the area (Cluster 4) as many of the organisations that provide services for this group are full and have waiting lists.

- Seniors have addressed this by becoming part of the Purple Alliance and the Dementia Action Alliance

Community Connections has also highlighted the need for a range of activities that last 2-3 hours rather than shorter sessions as older people found it more helpful to arrange transport for a longer length of time.

- Seniors have addressed this and increase the number of activities in morning and afternoon sessions to allow for longer sessions.

There was also a general need identified for affordable and accessible transport to enable individuals to participate in activities that are available.

- Accessible transport is an issue for all older peoples organisations there is no evidence to suggest that additional transport is being accessed to enable housebound members to attend sessions

### **Seniors identified need**

Feedback delivered to Seniors through consultations at open days and through its membership has highlighted a large group of older males in the Borough which do not currently actively participate in activities aimed at this age group. In addition, Seniors itself has a relatively small number of male members and an even smaller number of male members who actively participate. As a result of the consultation Seniors have learnt that there is considerable support for more activities targeted at this group.

- Seniors have addressed this by delivering on their output of offering practical men's sessions including woodwork etc. through their Men's project. The volunteers that have emerged from the sown and grow project are now working voluntarily in the garden. These volunteers are all male

Seniors have increased membership by c100 members in the last 2 years and now have membership figures of nearly 250, up from 149 stated in the original application

## **2. Negotiate reductions and seek alternative funding streams**

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

Seniors has recently let out office space to an organisation called Care Outlook. This organisation pay a monthly rent which has helped ease financial burden slightly, however Care Outlook are paying a reduced rate for at least a year to off-set a loan made to Seniors to carry out works required on the building to be able to proceed with the rental.

There have been extensive discussions with Seniors around developing the rental business side of their property. There is huge potential to rent this space to businesses, or individuals for large scale events or smaller gatherings, as the space is quite flexible. They are currently in negotiations with one business to put on banquets at the centre, but this is not moving forward at this time. There is lack of real knowledge about how the organisation could really make this work - they could get help and advice if they wanted.

There are subsidised activities going on for older people every day between 9.30 and 4pm. there is huge capacity to rent their space to paying organisations in the evenings such as scouts groups, NCT groups and so on.

The trustees appear to be reluctant to embrace the idea of opening the centre in the evening and weekends as they are concerned with being good neighbours. Trustees are needed to open and lock up the building to fully realise rental potential. They have no online presence which greatly hinders rental potential as people aren't aware it is available for rent now.

Seniors feel they need £100,000 to really make the venue a viable rental space, this is disputed, however there could be potential to apply for a Big Lottery grant under the 'Reaching Communities: Buildings' strand. However Seniors feel they are not in a position to have the capacity to make a bid that substantial, nor to manage works that big.

Seniors have been asked about their thoughts on selling the building - which they feel is a real burden to the organisations delivery for older people. Firstly it is unclear if Seniors are allowed to sell the building, secondly they would not consider selling the building as the space is fundamental to what they deliver and to the wellbeing of older people with regard the importance of space to mental wellbeing.

There is potential to bring the Centre in under the contract for premises management, being negotiated by the council at the moment. Seniors are open to that idea

What alternative funding streams are you already pursuing?

Little evidence of attracting actual grant income coming in, this has been raised a number of times with the Seniors. Not having a coordinator or manager is an issue. They pay a contractor on an hourly basis to complete funding bids on their behalf and to do monitoring. This is however restricted by the amount of work Seniors are able to pay for.

Currently they have applications in to Postcode Community Trust to fund the employment of a volunteer coordinator who would develop a programme of lunchtime health and wellbeing activities as well as recruit and manage volunteers who could sustain them. Seniors accesses small pots of funding from local assemblies and Positive Ageing Council.

The Centre Cafe was meant to generate funds for the organisation - however this is actually running at a loss. Lack of marketing and issues with the organisation have not helped this. Seniors are considering rebranding. There is scope to get income from the café by attracting a new audience, young parents for example, but the organisation feel that their members do not like sharing the space with children.

Are there any other funding streams that you can identify that the council can support you to access?

As above – although not a funding stream, Seniors are keen to discuss involvement in the new Lewisham Council premises management contract and would need the council to facilitate this.

They would need support from Lead officer to access the Big Lottery Community Buildings fund.



Seniors feel they are not getting the required support for their digital sessions from 'Go On Lewisham' and that they need more help – the Lead officer will help facilitate this, by improving their digital offer they may be able to access more funding streams around digital inclusion.

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

Seniors have not considered a merger with any other organisation.

Several options were put to the group including potential to work with Lewisham Pensioner's Forum to rent their office space and consider a quid pro quo arrangement for some building centre management. Seniors stated that they have in the past worked in partnership with the Forum but felt that the Forum consider themselves to be such a different organisation from other older peoples groups that a full merger would not benefit either organisations.

There was a further discussion around working with groups who have successfully rented their space as more of an information sharing partnership. Seniors were open to this idea and hoped the council would facilitate a meeting.

They have assets to share with regard their space, but felt they could not accommodate the delivery of another group's sessions, as they already had a full programme of activities during the day.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

It could be considered that Seniors are sharing their resources with a different type of service by renting their upstairs space to Care Outlook.

Seniors have not made any other approaches to other organisations about sharing resources or merging.

Seniors do not consider that working with an external organisation in the past to help with governance or fundraising served them well. Therefore there is reluctant to do this again.

What support might you need to move these suggestions forward?

Seniors are keen to attend an open information and asset sharing meeting to be run and organisation by the council.

There is a hope that this meeting will be fruitful for the organisation with regard partnerships to deliver a more robust rental plan and marketing plan. The organisation is also keen to find out more about potential governance support.

Seniors would need council support to help the centre become part of the premises management contract, although further conversations about what the commitment and outcomes of this need to be had with senior premises officers in the council.

#### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

Seniors suggested that the only option would be to cut at least a day of service provision and have the centre shut for a day. This would impact on the users in many ways – firstly thought the social drop in aspect of seniors and the delivery of some of the activity sessions as there would be no scope to deliver these on a different day.

It was suggested that that day could be used to generate income from other lettings and increase the offer on the other days for older people.

Seniors feel that to lose 25% of the grant would immediately place the organisation into a minus cash flow situation. Seniors appear to have no reserves to be able to provide a buffer or wind down costs should these be needed. This lack of reserves is a major issue for LBL as the following was stated in the original application:

***Current Reserves Status***

*Seniors aims to keep the equivalent of three months outgoings in reserve to cover such eventualities unforeseen essential repairs and maintenance, this amounts to £25,000.*

Have you modelled this cut and developed an action plan for its implementation?

There seems to be no modelling for a 25% cut. Although Seniors were encouraged strongly to do this prior to this process, it seems that the organisation and board have not done any detailed research into how they would be able to continue functioning with a cut of 25%

As mentioned above, Seniors stated that as a minimum they would need to reduce at least a day of service delivery for older people.

Seniors were advised to change their mortgage terms immediately – currently paying 7% on their mortgage. LBL have asked to review Seniors Annual Accounts and that these be sent through as a matter of priority

#### Conclusion

**Any other comments / areas discussed**

Other than a broader discussion around general finance, financial viability, the charities annual accounts and their repayment rate of the re-mortgage. No other areas were discussed.

**Conclusion and recommendation**

Seniors provide a daily programme of activities for older people in Lewisham 5 days per week between 9.30am and 4pm.

Seniors have met or exceed all but one target of delivering trips in 2016-17, however they appear to have made up this shortfall in 2016-17 by delivering 2 additional trips in Q1

Seniors own the building, but it is recognised a financial drain for the organisation. Although there is significant opportunity to develop the space for the letting / rental market to groups other than for older people, in the evenings and at weekends. If Seniors Could attract a large capital grant to help renovate the building this could be a fantastic opportunity but capacity to deliver this makes it unlikely

The organisation is under financial strain, mostly caused by the burden of repairs and unforeseen costs on the building, but will not consider selling this building.

The group are unlikely to consider mergers but are happy to discuss asset sharing and potential partnerships with other like-minded groups delivering for older people. However the right merger, alleviating them of the building and rental issues, would be discussed.

Seniors are interested in being involved in the Council's Premises Management contract

The Organisation has not modelled for a 25% cut, however Seniors suggest that the best case outcome of this is to close the centre one day a week and deliver less sessions for older people.

Seniors must look into a renegotiation of the mortgage rate on their building as a matter of urgency

Seniors are achieving or exceeding 9 of 10 outputs and outcomes, and have made up the shortfall in Q1.

**Officers are extremely concerned about Seniors on-going viability. It is recommended that Seniors Elder Peoples Resource Centre receive a pro-rata cut based on their performance against outputs and outcomes but that this is also contingent on the organisation engaging in serious discussions regarding their financial future.**

Equalities groups disproportionately impacted by recommendations			
Ethnicity:		Pregnancy / Maternity:	
Gender:	x	Marriage & Civil Partnerships:	
Age:	x	Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:			
Commentary and potential mitigations:			
Seniors provide services primarily for older people and their users are overwhelmingly women.			

Equalities groups disproportionately impacted by recommendations

The fact that the potential 25% cut has not been modelled makes assessing the impact on these groups difficult but, given the organisation's financial situation, there is likely to be a significant impact on service delivery.

Officers will continue to work with Seniors to address their structural issues to minimise the impact on their service users.

## Main Grants 2017-18 report

<b>Name of organisation</b>	<b>Somerville Youth &amp; Play Provision</b>
<b>Date of meeting</b>	<b>9 September 2016</b>
<b>Names and positions of attendees</b>	<b>Bradley Cummings, Director (Somerville) Jacqui Shimidzu, Trustee (Somerville) Petra Marshall, Community Resources Manager (LBL) Sarah Lang, Development Officer (LBL)</b>

<b>Group Name: Somerville Youth &amp; Play Provision</b>		<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Total funding received 2015-16	<b>£89,812.50</b> Neighbourhood £18,000	N/A	£6,000	£6,000	£6,000
	SYPP (continuation) £71,812.50	N/A	£23,937.50	£23,937.50	£23,937.50
Total funding to be received 2016-17	<b>£119,750.00</b> Neighbourhood £24,000	£6,000	£6,000	£6,000	
	SYPP (continuation) £95,750	£23,937.50	£23,937.50	£23,937.50	
Outcomes	<p><b>CONTINUATION</b></p> <ol style="list-style-type: none"> <li>1. For children and young people from broken or dysfunctional families, providing a place of safety, friendship and belonging.</li> <li>2. Children and young people can gain a range of useful and relevant skills which will increase their confidence and self- esteem.</li> <li>3. Older youth will gain volunteering or apprenticeship opportunities to strengthen their long-term employability.</li> <li>4. Life enhancing trips to the countryside or sea, which they may otherwise not experience.</li> <li>5. Isolated young people can make friends and become better integrated into the wider community.</li> <li>6. Vulnerable families are given a 'way in' to accessing further statutory and community support / advice that they may otherwise be unaware of or avoid.</li> <li>7. Young people are empowered to avoid crime and anti-social behaviour.</li> </ol> <p><b>SCC (neighbourhood)</b></p>				

	<ol style="list-style-type: none"> <li>1. Strengthening of the Telegraph Hill Community Network as a vehicle for local service delivery and collaborative working.</li> <li>2. Increased skills sharing and capacity building within local groups and organisations.</li> <li>3. Increase in understanding of unmet and emerging needs within the local community, and means of addressing these needs.</li> <li>4. Increased participation and engagement from residents.</li> <li>5. Increased understanding, mutual respect and connections between different communities living within the ward.</li> </ol>									
<b>Outputs:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	2016-17 Q2	Achieved TD
1. Continued attendance during evenings and weekends. On-going schedule of activities, workshops and youth clubs.	300	117	86	46	249	83%	400	734		55%
2. 10 Volunteering opportunities with local organisations / groups.	10	3	0	7	10	100%	12	3		25%
3. 10 trips to various destinations within and outside of London	10	0	7	0	0	70% *	12 +3	0		0%
*Under performance in 2015-16 re-profiled into Q2 & Q3 for 2016-17.										
4. Run 5 Community Events Involvement with Telegraph Hill Festival events Signposting to statutory and other local services. Local police and residents report a reduction in crime and anti-social behaviour as a result of Somerville's activities	5	0	2	5	7	140%	6	1		17%
5.1 New links and more engagement between statutory providers, groups, organisations and individuals across the ward.	3	1	2	3	6	200%	4	2		50%
5.2 Delivery of new activities and initiatives across the ward.	3	0	0	3	3	100%	4	1		25%

Sharing of specific skills / resources between groups and organisations.										
5.3 Capacity building support provided by Community Development worker and through network peer support sessions.	3	0	1	2	3	100%	4	2		50%
5.4 Development of Telegraph Hill community profile and subsequent work programme.	1	0	1	0	1	100%	See output 10.			
6. Community Conference in March 2016.	1	0	0	0	0	0% *	1	0		0%
*Under performance re-profiled into Q4 for 2016-17, please see note in section 1 below.										
7. At least 2 new community-based activities by March 2016.	2	0	0	2	2	100%	3	0		0%
8.1. At least 1 new volunteering initiative. Increase in volunteering.	1	0	0	1	1	100%	4	2		50%
8.2 Events, activities and initiatives, which bring people from different backgrounds together.	2	1	2	3	6	300%	4	2		50%
9. At least 5 apprenticeships	5	0	0	0	0	0% *	7	3		25%
*Under performance re-profiled for 2016-17. Weighted to Q3 & Q4 as Job Lounge service funded from September 2016.										
10. Telegraph Hill community plan reviewed and delivered through TH Community Network on ongoing basis							Ongoing	Themes selected for specific projects across ward.		Ongoing

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

Somerville is funded in two ways:

- Neighbourhood funding for ward based community development activity.
- Continuation funding from previous round of main grant programme

In 2015/16 all Somerville Youth Play Provision (SYPP) have achieved or exceeded all outputs and outcomes except the following due to mitigating circumstances outlined below :

	Target	Actual	Percent
Young people attendance	300	249	83
Volunteering opportunities	10	2	20
Trips	10	7	70
Apprenticeships	5	0	0
Community Conference	1	0	0

All under performance has been re-profiled into 2016/17.

Under performance for young people attendance and trips has already been made up and targets for volunteering and apprenticeships for Q1 have been achieved or exceeded.

The community conference will be delivered in 2017. This is due to the Community Network identifying several strand of work which it wanted to prioritise for development so that we have examples of learning to share with the wider community.

Outputs 3,6,7 in 2016/17 have not yet had delivery against them but are marked as green due to the activity being planned to take place in Q2-4.

Have you achieved all of the wider outcomes outlined in the initial grant application?

Since opening SYPP has delivered a range of workshops for young people on a range of topics that address the wider outcomes such as.:

- Gang and knife crime awareness workshops
- Drug and alcohol
- Pregnancy
- Bullying and Cyber bullying
- Mental health awareness
- LGBT awareness

These topics were chosen in consultation with service user and they also engaged them in debates and discussions on community issues to ensure that services meet their needs and address concerns.



In addition SYPP run a range of activities for all ages, including:

- Duke of Edinburgh Awards
- Keep fit classes for inactive people including roller skating
- Shelf-Help Reading Hack pilot in partnership with LBL Libraries Service (addressing mental health & well-being)
- Sports sessions
- Creative writing skills
- Creative arts programmes
- Bicycle maintenance - Bike led rides to teach road safety
- Employment programme
- Wood work
- Cookery classes – GCDA cooking healthy on a small budget – new programmes will start running funding being sought
- Growing and gardening workshops – Working with JOY to deliver an intergenerational Men in Sheds project.
- Healthy eating
- Film screenings
- Home-work club

Trips have included residential opportunities as well as providing opportunities for varied activities and environments.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

There were delays in finishing the new build Centre which meant that the date for opening was 3 May 2016 rather than the original planned date of December 2015. The delay was exacerbated by MITIE withdrawing from their promise to provide the flooring, toilets and wash basins when their contract with Lewisham Homes was not renewed.

SYPP continued to deliver as many outputs as they could using creative means to continue to engage young people. During Q2 & Q3 in 2015/16 activities such as bike maintenance were run in the Portakabin. In addition there were trips including camping and young people went to visit a variety of adventure playgrounds to feed into the development plan for the playground. As the weather became colder, these activities were no longer possible.

In addition, bi-weekly activities took place at Barnes Wallace Centre and Telegraph Hill Centre, however Barnes Wallace use was withdrawn. This had the impact on the performance for Q3 & Q4.

During Q4 the Director was project managing the completion of the build whilst also recruiting new staff, undertaking their induction and training. The staff were

involved in developing the delivery plan and undertaking outreach to promote the new service.

2016/17 performance is strong and SYPP are on track to deliver all outputs plus under performance from 2015/16.

What local support/evidence of need can you identify for the work you are undertaking?

Local support from the community is strong as demonstrated by:

- number of users who have already signed up
- number and diversity of people in attendance at the Local Assembly and the Grand Opening
- attendance at daily activities
- support from local Councillors in both Telegraph Hill and New Cross wards
- relationship with local partners including the police and other services
- referrals received i.e. from New Cross, 170 Community Project etc.
- feedback from service users
- residents approaching us to run the fundraising night
- number of Assembly Fund bids that cite SYPP as a delivery partner

Evidence of need:

- deprivation of people living locally particularly against the income deprivation (6%) and the living environment sub-domains ( 8%)
- number of users who have already signed up
- attendance at daily activities
- knife and gun crime incidents locally
- the lack awareness of particular issues amongst service users
- the lack of other youth & young people services in the surrounding area

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant savings against current expenditure? This can include capital investment to change your delivery/business model.

One opportunity for SYPP is to extend the range of services that are offered and to develop as a community centre. The board have discussed rebranding and restructuring with youth and play being strands of work alongside other services.

All bids will have building overheads factored into to costs where this is part of their criteria. SYPP are still finding their feet in terms of what the new building will cost to run.

Installation of solar panels to the roof could allow cost saving. The Development Officer from LBL is currently exploring potential funding this work as part of a wider project across Lewisham.

In terms of capital investment, SYPP was awarded S106 money through the Telegraph Hill Assembly to improve the audio-visual equipment in the upper hall thus making it more marketable as a training/event venue.

The Director proposed cutting his hours, however the Trustees rejected this idea. It is, however, planned to merge the Senior Play-worker post with Lead Youth post to achieve a saving of around £13k.

SYPP are looking to maximise in-kind saving through corporate volunteering (e.g. with Deutsche Bank) and giving (e.g. Sainsbury's are donating on date food for cooking classes).

SYPP are currently researching potential providers in order to get things cheaper i.e. insurance policies, utilities etc.

The board is also exploring the potential for introducing charged services based on ability to pay.

#### What alternative funding streams are you already pursuing?

SYPP are currently developing an offer for schools for outdoor play to attract income and develop specific packages.

SYPP hope to achieve the Bronze Youth Quality Mark by the end of 2016 and are aiming for the Gold award by the end of 2017. On being awarded Gold they would attract an annual payment of £5,000.

As the building now has an IT Suite, SYPP will be starting employability session for 16-25 year olds and for 25+ from September and will explore Skills Funding Agency for funding English and Maths qualifications to improve skills.

SYPP are currently working on Arts council with Goldsmith and Peckham Youth Theatre (see section 3).

Residents who live in the Telegraph Hill ran a fundraising event on 1<sup>st</sup> October for Somerville.

SYPP have applied to become a Satellite Club for community boxing.

#### **Other funds already secured**

- D of E Awards scheme (funded by New Cross Gate Trust)
- Activate funding from Sport England for girls who do not participate in at least 30 minutes planned exercise per week.
- The garden has been funded to the tune of £10,000 by Tesco, through their carrier bag scheme.

Are there any other funding streams that you can identify that the council can support you to access?

Support/training around achieving the quality mark, particularly staff understanding what evidence is required and how to demonstrate it.

Alternative education was explored; however the organisation would have to register as a school and the number of schools actually excluding people are declining as it's more financially and statically viable for the school to run internal exclusion programmes.

SYPP are still exploring whether we are able to set up as a contact centre for supervised family visits.

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

In the borough Youth First is the main youth service provider. SYPP has met with Youth First who expressed an interest in working together, however they are currently undergoing huge organisational change and they felt that, as SYPP are in their first year in the new building, it is not the right time for either organisation to consider a merger and that services/processes need to be bedded in before this is discussed further.

The Director has a meeting booked with the head of service at Southwark as they are currently in the process of contracting out their adventure playground services and this could provide opportunities.

There is currently a new Youth Theatre being built in Peckham which is due to be ready in autumn 2016, the Director is currently bidding jointly for funds for a three year dance/technical skills project which also included Goldsmith's University.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

JOY (Just Older Youth) will be using the centre for exercise classes and gradually migrating their offer from Barnes Wallis prior to the redevelopment work by Lewisham Homes. They will also be piloting projects for Older Men. Working with JOY could open up opportunities for intergenerational work.

The organisation will continue to be an active member of the Telegraph Hill Community Network and seek partnership opportunities

What support might you need to move these suggestions forward?

SYPP requested continued support from the Council Officers to be put in contact with potential partners. Officers will facilitate this.

#### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

Officers discussed with SYPP a pro-rata cut for their neighbourhood funding.

A larger cut of 25% in 2017/18 (to be reviewed for 2018/19) for their continuation funding was agreed on the basis that SYPP were receiving this funding outside of the main programme themes as a temporary transition due to changes in the youth provision across the borough; and it was always the intention that SYPP become self-sufficient.

SYPP have explored the impact and considered the following:

- Merging the two senior posts (potential of approx £13k savings)
- SYPP have explored cutting other posts, however due to the demand from service users this will be extremely difficult whilst being able to maintain current service levels and our legal obligation in regards to staff ratios etc.
- SYPP will continue to seek income from private hire whilst monitoring the risk of becoming a facility delivering fewer services to the community and renting the space commercially to become a building rather than a community resource.
- Alternative funding for the cut in Neighbourhood Development is being sought through a series of small project bids such as the Choose Health Funding.

It was originally proposed that the target for 2018/19 was £0 but Somerville made the case that this would severely undermine the organisation as they use the Lewisham Grant for match funding for other funding. Officers accepted this consideration and agreed to make a provisional recommendation of £40,000 for 2018/19 (to cover the level of match funding already stated) but to work with Somerville during 2017/18 to see if this could be reduced.

Have you modelled this cut and developed an action plan for its implementation?

The cut will be modelled into the business plan for 2017/18 income and a plan will be developed with the board at their November meeting.

#### Conclusion

##### Any other comments / areas discussed

Exploration of potential to bid for services in Southwark.

SYPP have changed their governance documents and will discuss rebranding as a community provision with play as one of the strands to increase their scope for bids and service development.

Development Officer recommends that SYPP contact <https://reachskills.org.uk/> for support with developing a fundraising strategy/engaging a volunteer as a critical friend for bids so that opportunities for successful funding are maximised.

In addition, contact details for the Lewisham Community Connector for Business in the Community have been forwarded.

SYPP is keen to explore the recent crowd funding opportunities that have been sent to them.

Officers highlighted the Council's desire to reduce the continuation funding to zero in 2018/19 but SYPP highlighted the fact this may hamper their ability to fund raise from other sources and would present them with significant financial difficulties. Officers agreed to review a submission from SYPP but remain clear that a significant, and possibly total, reduction will be required in 2018/19.

### **Conclusion and recommendation**

SYPP struggled without the finished building to fully deliver their outputs in 2015/16, however since opening its doors again the service has proved to be a valuable community asset with high uptake of service. Officers are confident that SYPP will deliver against their targets for 2016/17 and will make up the shortfall from 2015/16.

Opportunities for mergers and asset sharing have been explored and are currently not viable. SYPP are currently working with a number of partners to bid for joint funding.

One difficulty is that, as they are in the first year of running the new building, they are not sure of their overheads and they are bedding in new services and staff. However, the team are flexible, open to embracing new services, implementing them as funding becomes available and the wider community is supportive of the work of the organisation.

#### **At this juncture, it is recommended that SYPP**

- **receive a pro-rata cut for their neighbourhood funding**
- **receive a staged cut of 25% in 2017/18 for their continuation funding, to be further reviewed for 2018/19 (with an initial recommendation of £40,000) in the context of allowing them to develop and implement their fundraising strategy and secure alternative funding.**

Equalities groups disproportionately impacted by recommendations			
Ethnicity:		Pregnancy / Maternity:	

Equalities groups disproportionately impacted by recommendations			
Gender:		Marriage & Civil Partnerships:	
Age:	X	Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:			
Commentary and potential mitigations:			
<p>Young people are likely to be disproportionately affected if alternative funding for posts is not successful, resulting in a cut in services or SYPP needs to introduce a ceiling on the number of service users due to staff ratio.</p> <p>This could be mitigated by the suggested phased cut to allow the organisation to secure alternative funding sources.</p>			

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## Main Grants 2017-18 report

<b>Name of organisation</b>	<b>The Stephen Lawrence Charitable Trust</b>
<b>Date of meeting</b>	<b>6 September 2016</b>
<b>Names and positions of attendees</b>	<b>Caroline Hickey Community Development Officer, The Stephen Lawrence Charitable Trust Sonia Watson, CEO The Stephen Lawrence Charitable Trust Andy Thomas, Cultural Development Manager LBL</b>

<b>Group Name:</b>	Total	Q1	Q2	Q3	Q4					
Total funding received 2015-16	£30,611	N/A	£10,203	£10,203	£10,203					
Total funding received 2016-17	£40,814	£10,203	£10,203	£10,203						
Outcomes	1. 30 BME organisations report an improvement in their ability to deliver services to their community groups 2. 10 BME organisations report improved engagement with local authority public bodies/decision makers and increased representation and strategic level 3. Improved collaboration between a minimum of 5 BME organisations with respect to funding, resources and service delivery 4. BME organisations and their service users feel better connected to the local community and less marginalised									
Outputs:	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	2016-17 Q2	% Achieved TD
Organise 1:1 advice and guidance sessions with organisations to identify and work on areas of improvement.	10	2	4	4	10	100	12	3		25
Deliver capacity building training workshops in partnership with corporate partners	3	1	2	1	4	100	5	2		40
Set up secondment./shadowing opportunity for BME organisations	2	0	1	1	2	100	3	1		33
At least 20 organisations to attend BME working groups set up to facilitate learning	20	5	8	7	20	100	25	9		36

and networking within a particular area e.g. health, employment										
5 representatives from BME organisations to be informed of and attend local assembly meetings to share their service users views on issues raised	5	1	2	2	5	100	7	2		28.5
5 representatives from BME organisations to be made aware of, and attend issue specific local meetings, e.g. community safety, employment	5	1	2	2	5	100	7	2		28.5
publish 2 e-newsletters and advertise public and strategic level meetings that forum members can attend.	2	0	1	1	2	100	3	1		33
organise 1 partnership working workshop to focus on partnership opportunities and how to develop collaborative projects	1	0	1	0	1	100	1	1		100
publish 2 e-newsletters to include funding and resource sharing opportunities	2	0	1	1	2	100	3	1		33
identify partnership opportunities with 10 BME organisations	10	2	4	4	10	100	12	4		25

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

The Stephen Lawrence Charitable Trust has achieved all targets over the 2015/16 9 month monitoring period.

Have you achieved all of the wider outcomes outlined in the initial grant application?

These outcomes have been achieved but discussions have taken place with the organisation about shifting the balance of work more towards issues based work ie identifying current issues for BME communities in Lewisham and working with the Council and other partners to address them. Some of this work is already being developed by the organisation and it was agreed that this would be a good way forward.

If no to either of the above:

N/A

What local support/evidence of need can you identify for the work you are undertaking?

- SLCT cites high numbers of voluntary and community organisations and individual accessing support as well as approaches for support from statutory services such as the Police and health
- There is strong evidence of the need for targeted support for BME communities in addressing issues around discrimination.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

What alternative funding streams are you already pursuing?

The organisation has successfully submitted an application for funding to the Coop Community Foundation and currently has an application in to the Clothworker Foundation and Deptford Challenge Trust. This will enhance the organisations work but will not replace Council funding.

Are there any other funding streams that you can identify that the council can support you to access?

None available currently but officers will ensure that support is made available where necessary.

## 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

The project that is funded through grant aid is only a small part of what the Stephen Lawrence Charitable Trust delivers. The organisation came into being following very specific circumstances and its existence is therefore symbolic within the wider community. Whilst the organisation is open to closer working with other organisations it is felt that it would be important to maintain its own identity.

SLCT has its own building which is already used by other organisations. There are opportunities for opening up the building further.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

Again the building provides opportunities for this to take place

What support might you need to move these suggestions forward?

No support is currently necessary but officer will continue to provide support where appropriate.

#### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

The organisation expressed concerns about cuts to its grant, which currently fund a part time post. It felt that it is possible that the staff member would need to have their hours cut which would diminish the impact of the work and its ability to support other organisations and individuals.

Have you modelled this cut and developed an action plan for its implementation?

No definite decision have been made yet as applications are being made for other funding. It is possible that the bme forum might need to be cut but the organisation is keen to explore alternative ways of delivering this activity

#### Conclusion

**Any other comments / areas discussed**

**Conclusion and recommendation**

**It is recommended that the Stephen Lawrence Charitable Trust receive a pro-rata cut.** The organisation has met all of its outputs and outcomes although it has been agreed

that these need to be reviewed to more effectively address the boroughs needs. There are no opportunities for finding efficiencies through partnerships and mergers and although the organisation has seen some success in its fundraising, this will not replace Council funding.

Equalities groups disproportionately impacted by recommendations

Ethnicity:	x	Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:			

Commentary and potential mitigations:

The organisation is funded to deliver services that support BME communities and a grant cut would therefore have a disproportionate effect on ethnicity. The organisation is seeking funding from other sources to replace funding lost through a cut to the Council grant. It is also exploring ways to deliver the BME Forum so that it needs less resourcing from SLT . Officers will work the organisation to identify further ways of mitigating against the impact of the cuts

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## Main Grants 2017-18 report

<b>Name of organisation</b>	<b>Sydenham Arts</b>
<b>Date of meeting</b>	<b>13 September 2016</b>
<b>Names and positions of attendees</b>	<b>Helen Gower – Director of Sydenham Arts (left post in Aug 2016)</b> <b>Ron Warshow – Director of Sydenham Arts (current)</b> <b>Andy Thomas – Cultural Development Manager, London Borough of Lewisham</b> <b>Nancy Stridgen – Cultural and Community Development Officer, London Borough of Lewisham</b>

<b>Group Name: Sydenham Arts</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>						
Total funding received 2015-16	<b>£7,500</b>	N/A	2,500	2,500	2,500						
Total funding to be received 2016-17	<b>£10,000</b>	2,500	2,500	2,500	2,500						
Outcomes	1. People of all ages learn new skills in a variety of art forms 2. Improved sense of place for Sydenham as a vibrant creative hub, with local access to high quality inspirational arts events 3. Arts participation has increased, including among young and older people, people with a disability, low income groups and those who normally don't engage with the arts 4. Improved well-being of the participants from the whole community attending festival events and workshops 5. Increased economy in the local area, due to participants attending events through the festival										
	<b>Outputs:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	<b>2015-16 Total</b>	<b>% Achieved</b>	2016-17 Target	2016-17 Q1	2016-17 Q2	<b>% Achieved TD</b>
1. Free participatory workshops led by professional artists and practitioners Numbers of Workshops	10	5	5	5	5	50%	4	5			125%
1a. Numbers of people attending workshops	200	102	102	102	102	51%	200	265			132%

1b. Number of young people attending workshops	90	45	45	45	45	50%	90	178		197%
1c. Numbers of older people attending workshops	70	35	35	35	35	50%	70	15		21%
2. Number of participatory art events	50	35	47	48	48	96%	20	23		115%
2a. Number of people accessing events	6000	3298	5941	5978	5978	99%	2000	2699		135%
2b. Number of young people accessing events (under 25)	1098	198	443	446	445	41%	250	535		214%
2c. Number of older people accessing events 60+	2029	1154	1904	1932	1932	95%	250	970		388%
2d. % of BAME people attending events	30%	13%	25%	20%	20%	67%	30%	30%		100%
2e. % of people that have not participated in the arts in the last year attending events	30%	20%	20%	20%	20%	67%	30%	16%		533%
2f. Number of participants that feedback that access to the festival has had a positive impact on them	2121	1121	2748	2748	2748	130%	75%	75%		100%
2g. Number of participants that feedback that access to the festival has had a positive impact on their community	70%	63%	63%	83%	83%	119%	70%	69%		98%
3. Number of volunteers working on the festival	90	53	73	76	76	84%	25	49		196%
3a. % of volunteers that feedback that volunteering had a positive impact on them	90%	83%	90%	83%	83%	92%	90	100%		111%
3b. % of volunteers that feedback that volunteering had a positive impact on their community	70%	67%	67%	67%	67%	96%	70%	100%		143%
4. Numbers of Twitter followers	2500	1845	1949	2110	2110	84%	2200	2241		101%
4a. Number of Facebook likes	2000	1542	1637	1761	1761	88%	1800	1809		105%



## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

90% of outputs were not achieved within the 2015/16 time period. Please see information on mitigating factors for 2015/16 and change of funding model of the organisation below.

96% of outputs have been achieved in quarter 1 of 2016/17 though and some substantially overachieved:

- **Output 1b 197% above target for young people attending workshops Q1 16/17.**

Sydenham Arts (SA) reached 6157 people in the 2015/16 period and as an organisation have changed from solely operating as an annual festival into a year round arts organisation programming performances, workshops and participatory arts.

### Young People

Events and workshops have taken place in 5 Lewisham Primary Schools and 4 Secondary Schools and a relationship has been worked on with **TNG Youth Club** which allowed 178 young people and their families to take part in the 'Speak your mind' poetry workshop in Q1 2016. Outputs were low in 2015/16 for this section as time was needed for relationships and ways of working to be embedded.

Have you achieved all of the wider outcomes outlined in the initial grant application?

The organisation did not reach the output targets that had been set due to reasons below. It is considered that **outcomes** were met as 6157 people have been exposed to Sydenham Arts and the targets around numbers of participatory arts events and people accessing events were met.

SA's ability to engage with people without them travelling to a venue, e.g. **High Street Happenings** on Sydenham High Street and Flash Mob performances, evidence that the work is impacting on a wide proportion of local people that do not traditionally engage with the arts.

Quarter 1 figures for 2016/17 are overachieving targets and plans for the year ahead are robust and show learning from the financial risks taken in 2015/16. SA plan to move away from a reliance on bid writing and developing relationships with Trust and Foundations and will work on funding from individual donors and businesses. The board are also considering the opportunity that the physical move to the Sydenham Centre will allow.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

Sydenham Arts (SA) had an income of £98K year to date (October 2016), whereas their forecast budget was £136K. Outputs for 2015/16 were based on the larger sum being achieved.

The £7.5K contribution to Sydenham Arts for their work in Lewisham for 2015/16 can't be quantified in outputs in isolation from other funding for the organisation, therefore outputs are reliant on other funding sources.

It was discussed that the 2015/16 budget was over reliant on donations from Trusts and Foundations that did not already have a relationship with the organisation. SA also traditionally received 'Grants for the Arts' funding from Arts Council England, which was not received in this time period.

It was discussed that the financial model of the organisation has been changed for 2016/17 with further work focusing on donations from businesses and individuals. Extra work in this area allowed the organisation to finish without debt at the end of the summer festival period.

It is considered that outcomes were met in the time period as 6157 people have been exposed to Sydenham Arts and the targets around numbers of participatory arts events and people accessing events were met.

What local support/evidence of need can you identify for the work you are undertaking?

The organisation stated that there is a mixed demographic in the Sydenham area which includes many low income households with people that do not benefit from access to the arts.

Sydenham Arts has a universal reach into Sydenham Community Library, schools and more recently to the TNG youth club, therefore reaching a proportion of children and young people, their families and older people that do not traditionally benefit from engaging with the arts.

It was also expressed that the demographic of Sydenham is changing currently and that Sydenham Arts works to offer high quality arts experiences to the full mix of local community members. SA also offers opportunities for residents that arise from engagement in the form of signposting further opportunities and volunteer training.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

It was stated that a reduction of core staffing hours replaced by a hire of facilitators for individual projects was being explored by the board currently.

What alternative funding streams are you already pursuing?

Sydenham Arts board are currently looking at the following funding streams:

- Friends of Sydenham Arts
- Businesses

- Individuals of High Net Worth
- L&Q
- Sydenham High School
- Advertising in quarterly newsletters
- Benefactors with annual subscriptions

Are there any other funding streams that you can identify that the council can support you to access?

Lewisham officers will support the organisation with contacts for Lewisham Homes and information on Local Assemblies.

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

SA have no assets but are considering the potential for sharing space in the Sydenham Centre when they relocate to this building. It was stated that there are no appropriate organisations to merge with at this time.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

SA partners with local organisations including C3 and the Sydenham Society but there are no organisations currently that are appropriate to merge with.

What support might you need to move these suggestions forward?

N/A

### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

The organisation stated that there are currently no financial replacement for a 25% cut of Lewisham funding. Impact currently would be reduction in participatory workshops for residents.

Have you modelled this cut and developed an action plan for its implementation?

The organisation has not modelled a cut at this point, but it was stated that work would be carried out to raise funds via the Friends of Sydenham Arts and donations from businesses and individual benefactors.

## Conclusion

<b>Any other comments / areas discussed</b>			
<b>Conclusion and recommendation</b>			
<p>The organisation did not achieve all outputs due to outside sources of funding not being achieved (please see mitigating circumstances in report above). It is considered that outcomes were met due to large participation numbers and that robust funding plans are being adopted for the 2016/17 budget. 96% of outputs have been achieved in quarter 1 of 2016/17 some substantially overachieved, and outputs are expected to be met in this year.</p> <p>SA has no assets but are considering the potential for sharing space in the Sydenham Centre when they relocate to this building shortly.</p> <p>This organisation has reacted well to challenging circumstances in the 2015/16 year and are working through robust plans for future, on target provision.</p> <p><b>It is recommended that Sydenham Arts receive a pro-rata cut.</b></p>			
Equalities groups disproportionately impacted by recommendations			
Children and Young People, Older Adults			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:			
Commentary and potential mitigations:			
<p>Sydenham Arts provides generic services and there will therefore be no disproportionate impact on any of the equalities groups</p>			

## Main Grants 2017-18 report

<b>Name of organisation</b>	<b>Sydenham Garden (SG)</b>
<b>Date of meeting</b>	<b>Monday 05 September 2015</b>
<b>Names and positions of attendees</b>	Tom Gallaher – Director, SG Dr Jim Sikorski – Chair of Trustees, SG Lucy Formolli - Cultural Services Development Officer, LBL James Lee - Head Culture and Community Development, LBL

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>					
Total funding received 2015-16	£29,337	N/A	£9,779	£9,779	£9,779					
Total funding to be received 2016-17	£39,116	£9,779	£9,779	£9,779						
<b>Outcomes</b>										
<b>Support</b>										
People experiencing mental ill-health improve their wellbeing, mental health, physical health, independence levels and confidence (therefore reducing the need for statutory services).										
People with a broad range of mental illnesses use Sydenham garden activities as an alternative to day services.										
Adults with a complex range of social needs take part in positive group activities building their self-esteem.										
Adults with Dementia (the vast majority of who are older adults) improve the cognitive function, independence, general health and wellbeing.										
<b>Outputs:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	<b>2015-16 Total</b>	<b>% Achieved</b>	2016-17 Target	2016-17 Q1	2016-17 Q2	<b>% Achieved TD</b>
4 Gardening sessions PQ	12	4	4	4	<b>12</b>	<b>100%</b>	16	4	<b>N/A</b>	<b>25% - target on track</b>
3 Sow & Grow sessions and 3 Growing Lives sessions, along with supplementary activities including Tai	16	6	6	9	<b>21</b>	<b>132%</b>	24	7	<b>N/A</b>	<b>29% - Target on track</b>

Chi, Mindfulness, craft workshops and community lunches (6PQ)											
A programme of activities is delivered for 48 people a year who have been recently diagnosed with dementia.	48	21	4 (see note)	26	51	106%	48	8	N/A	16% - groups ebb and flow with regard start time. Only new people are added to the target. The organisation feel this target is on track as quarters even out over the year and new sessions will begin in Q2/Q3	

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

Yes. All targets have been met or exceeded. The one anomaly in Q3 / Output 3 (2015-16) is due to no new sessions starting in that quarter, the 4 attendees monitored replaced drop-offs. Other projects that are not on this monitoring (funded via alternative streams) also go on daily/weekly.

As this is a referral only project and groups are full, there is a waiting list for sessions. Sydenham Garden have learned to approach 'Co-Workers' nearer the time that a space is becoming available which is helping to manage initial drop-off after first contact. The drop-off rates are low.

The grant predominantly funds the Outreach Manager post. There is much work that goes on behind the scenes with 'Co-Workers' mainly delivered through the outreach manager involving being the single point of referral, meeting each person, assessment and meetings throughout the programme, liaising with community services, evaluating the person and so on.

There is feedback from the CCG that Sydenham Garden does reduce need for many statutory services. Sydenham Garden produce an annual evaluation of the services provide and the wellbeing outcomes for all 'Co-Workers' using WEMWBS and the Likert scale. This is measurable and qualitative and ensures they are demonstrating how they are meeting their outcomes as well as outputs fully and in many cases exceeding. There is a culture throughout the whole team and board through training of the importance of evidencing and capturing data on outcomes for 'Co-Workers'

Have you achieved all of the wider outcomes outlined in the initial grant application?

These outcomes have been achieved and the wider outcomes of the application has been met.

Sydenham Garden were not awarded the full amount requested in their initial application they were unable to undertake the transitional work for 'Co-Workers'. This was confirmed at the beginning of the grant process and is therefore not reflected in the outputs and outcomes for 2015-16-17 and beyond.

Where Sydenham Garden has exceeded their wider outcomes is through their outreach to men. Traditionally men's engagement in activity through IAPT (IAPT Lewisham is a free and confidential NHS service which offers a range of psychological therapies to adults 18 years and over, who live or are registered with a GP in the borough) is closer to 25%. At Sydenham Garden in 2015-16, 48.5% of their 'Co-Workers' are men, as the service fulfils a need that others are finding difficult to meet. The style of the 'Co—Worker' programme at Sydenham garden appears to appeal more to men than the more traditional talking services for mental health wellbeing improvement. As a whole the demographic of attendees at Sydenham Garden reflect that of Lewisham.

SG have also had a success in bringing people back into the workplace and have launched an excellent new website and created a video for users, referrers and funders.

Outputs and outcomes are as agreed in the original application

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

- There are no issues with outputs/outcomes therefore no mitigating factors need to be evidenced.
- An agreement was made at this meeting to make the quarterly monitoring even more comprehensive to include more detail of who is attending sessions, registers and so on, as well as information on gender split, BME and so on
- Sydenham Garden is strong in recognising issues quickly and making plans for improvement. Example being they recently noticed an unusual slippage in the diversity of 'Co-Workers' and are investigating if there is a cause for this. They are also working to improve their offer for minority groups, in particular refugees suffering from PTSD building on the successful work with Tamil Refugees, and overall improve the offer for all co-workers with PTSD.

What local support/evidence of need can you identify for the work you are undertaking?

The evidence of need is clear - this can be evidenced simply through the number of people being referred and those on the waiting list as well as many local and national evidence for the need of support adults experiencing mental illness. Lewisham has a higher than national average of mental health illness in a broad range of complex health conditions supported through Sydenham Garden, such as Bi-Polar Disorder, Depression, Schizophrenia, anxiety, Alzheimer's Disease PTSD and sever social isolation

SG is strong in networking and is a key member of the Lewisham Dementia Action Alliance and work closely with the Lewisham CCG as commissioners of some project work. SG is a key partner of Bromley and Lewisham Mind and Lewisham Mindcare. SG also works extremely closely with VSL and feel VSL are vital to their delivery of the service and currently have around 80 volunteers. SG connects adults with other organisations such as RG Timebank and Carers Lewisham, Grow Mayow.

SG would find bi monthly networking meetings and information exchanges useful. They would also like to help spread the message of the purpose of the charity though LBL links, POSAC etc.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

The organisation had a significant reboot 4 years ago and many saving plans were put into place at this time and a different business model was put in place then. There is no



scope for capital investment. Training of staff to stay in budgets and to try and operate slightly below budget is part of the culture at the organisation.  
The organisations to projections for savings and do fundraising events and activities.  
They have recently strengthened their marketing for funders.

What alternative funding streams are you already pursuing?

Finances are always tight as money from funders tends to be specifically project driven and restricted and sometimes incur costs such as the CCG whose commissioning budget only covers around 50% of the costs of the 2 projects commissioned.

SG have made a significant return of 7.5% of their budget through hiring out the venue for parties, weddings etc. and will look into a cost exercise to ensure they are getting maximum rental income for the offer. The venue rental has now grown to need an hourly paid workers to manage the building for rental. They are hoping to raise this to 10% of income over the next year or so. The income from the rental predominantly goes to building fixtures and costs involved in maintaining 2 sites.

SG have big lottery funding and feel it is likely that they will be eligible for the next stage of extension as long as the priorities of the Big Lottery don't change, which is unlikely. The Henry Smith funding has come to an end in April - however SG were able to negotiate an extension of 35% on this. This loss of funding combined with a cut to LBL funding is significant and potentially puts the organisation in a difficult financial situation.

Are there any other funding streams that you can identify that the council can support you to access?

LBL officers will discuss full cost recovery with the CCG on the projects outlined above.

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

Merger is not really an option as this was explored 4 years ago with the reboot of the Charity. SG do however have strong partnerships and are renting their small office space to IAPT talking services, but this would not make a significant impact.

SG are very open to ideas of partnership working and resource sharing where possible, but are already at capacity of rental of space

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

Although this is not directly a sharing of resources SG are working closely with businesses to deliver company away days – this is accessing a different type of user and generating income.

What support might you need to move these suggestions forward?

Sydenham Garden could possibly use support re-negotiating their arrangement with the Lewisham Clinical Commissioning group as the organisation feel that although they are commissioned to deliver services, they are having to take much of the financial burden (nearly 50% in some cases). SG requested that C&CD help facilitate this discussion this with the Joint Commissioners.

#### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

As the LBL grant pays for the Outreach post – which is one of the most significant members of staff in the organisation, one option is to make this post redundant over a 12 month period of wind down. This is the most drastic outcome, but a very real possibility.

The result on this loss to the organisation could potentially lead to the longer term wind down of the organisation as the outreach worker is essentially the main point of contact for all project work and 'Co-Workers'. The organisation has no additional resources through admin, secretarial, PA etc. so the Outreach worker does much of that work. Without these staff positions and with the Henry Smith, it is very unlikely the Charity could continue to operate.

However although the above is a possible outcome, the Board would likely make the decision to reduce the number of projects running at the charity which would have a direct impact on 'Co-Workers' with regard numbers reached and outcome improvements made, it would also inevitably lead to a reduction in hours for paid staff

Sydenham Garden were keen to emphasise the fact that if anything this service needs more investment as the knock on effect of the service really does impact on costs to the state.

They also were keen to emphasise the organisations appreciation for the support given to them over the years by Lewisham Council, in particular around the time of the re-boot.

Have you modelled this cut and developed an action plan for its implementation?

The organisation has done some modelling and have some "risky" potential plans to improve their financial situation. These ideas are only at best 25% likely to come off. The organisation felt it was too soon to go into detail.

The board would likely consider the 2 CCG funded projects to be the ones most likely to face the brunt of the cut. The reason for this being when financially modelled, the CCG funding cover only approximately 50% of the costs of running those sessions. Despite the fact that the CCG state what is happening at Sydenham Garden as a success story for saving money and reaching people in a different way to usual talking services, which are not suitable for all.

They are continuing to pursue alternative streams of funding.

Sydenham Garden did want to emphasise that they feel that good performing organisations should be considered differently with regard the cut and should not face the full brunt of 25%. There was a discussion about the process and past decisions were made and how decisions will be made over the next few months.

## Conclusion

### Any other comments / areas discussed

Lead Officer wanted to state on the record that Sydenham Garden should be very proud of how their organisation has turned round since the re-boot 4 years ago, how the way they measure wellbeing outcomes through WEMWBS should be considered a lead in the borough and would like to extend this to more organisations. The evidenced based improvements for 'Co-Workers' is excellent

### Conclusion and recommendation

Sydenham Garden has met and or exceeded all targets and outcomes.

Sydenham Garden provide a valuable service to Lewisham with regard helping improve the outcomes for people with a broad range of mental health and Dementia issues at an early intervention stage. There evidenced based reporting is second to none and produces qualitative and quantitative analysis of the benefits to their 'Co-Workers'.

They are reaching men, (48.5%) of 'Co-Workers', which is extremely difficult for talking mental health services to do, as well as reflecting Lewisham as a whole with regards their ethnicity breakdown.

The charity works hard to broaden their financial stability, but as funding is increasingly hard to attract from external sources, a 25% cut from LBL will have a significant impact in terms of delivering front line services in the first instance, likely resulting in the stoppage of the delivery of 2 of their projects.

Sydenham Garden has taken steps to reduce costs where possible and have fully maximised their valuable space through rentals resulting in a 7.5% return, hoping to increase to 10%.

A full merger was explored at the time of their reboot after a period of shrinkage, but is not feasible as would add little or no value.

Sydenham Garden has been excellent in proactively pursuing networks and partnerships such as with BL Mind and the Lewisham CCG. They are fully open to exploring any ideas and potential sharing of assets with other organisations wherever possible, practical and providing benefit for the organisation.

In conjunction with the projected ending of a large proportion of their Henry Smith Grant, the LBL cut of 25%, could potentially threaten the organisation's stability in the longer term should the need arise to wind up their Outreach Worker position, which is the front line of all referrals and support to 'Co-Workers' – this would happen if necessary over a period of 12 months

**It is recommended that Sydenham Garden receive a pro-rata cut.**

Equalities groups disproportionately impacted by recommendations			
Ethnicity:	x	Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:	x	Sexual orientation:	
Disability:	x	Gender reassignment:	
Religion / Belief:			
Commentary and potential mitigations:			
<p>Sydenham Garden provide services primarily for older people and the impact will be felt by this group. SG also provide services specifically for people suffering with Dementia, Post Traumatic Stress Disorder and other mental health conditions experienced by refugees, currently working primarily with Tamil Refugees</p> <p>There is a danger that this cut will have a knock on impact to wider services commissioned by the CCG and LBL officers will discuss this with colleagues as a matter of urgency.</p>			

## Main Grants 2017-18 report

<b>Name of organisation</b>	<b>Teatro Vivo</b>
<b>Date of meeting</b>	Thursday 1 <sup>st</sup> September
<b>Names and positions of attendees</b>	Sophie Austin, Artistic Director Becky Burchell, Trustee Petra Marshall, LBL Community Resources Manager Pippa Taylor, LBL Grants & Resources Officer

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Total funding received 2015-16	£26,000	N/A	£8,666	£8,666	£8,668
Total funding to be received 2016-17	£34,666.67	£8,668	£8,668	£8,668	

<b>Outcomes:</b>	
	<p><b>1. <i>Strong Cohesive Communities - Neighbourhoods</i></b></p> <p><b>i)</b> Using a creative approach to develop meaningful collaborations between organisations across all 18 wards that will inspire positivity within the community. Harness the skills and experience of local residents by inviting them to respond creatively to their neighbourhood through participating in or attending free Lewisham Late events.</p> <p>Identify gaps in the provision for local people in their neighbourhood and come up with solutions that bring together organisations, and people to strengthen the community. Deliver a programme of Lewisham Late events and Usherette sessions that take place throughout the borough.</p> <p><b>ii)</b> Facilitating involvement for residents in issues which affect their lives: Communities including, but not exclusive to, older people, younger people, unemployed and families are invited to engage in what is happening in their neighbourhood to improve community cohesion</p> <p><b>iii)</b> Addressing gaps in participation by inviting community members of any age over 18 or under if accompanied by an adult to free workshops, work in progress sharings and other events connected to our artistic programme. These events will invite participants to improve their imaginations, literacy and communication skills and make new friends in a sociable atmosphere.</p> <p><b>iv)</b> Strengthening local area partnerships: Community members of any age over 18 or under if accompanied by an adult are offered free Lewisham Late events at venues in their local neighbourhood. Inviting them to an affordable social event on their doorstep where there is a lack of arts provision</p>

**2. Widening Access to Arts & Sport**

**i) Increasing Participation & Nurturing talent:** Provide opportunities for people of all ages to engage with the arts as active participants and to explore their creativity and acquire a new skill.

**ii) Increase the awareness and enhance the reputation of Lewisham as a place to spend leisure time**

**iii) Capitalise on funding and other support opportunities from regional and national bodies**

<b>Outputs 2015/16:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	2016-17 Q2	% Achieved TD
18x3 hour Usherette sessions across ward areas – in first 9 months	18	1	3	8	12	66%				
2 x Lewisham Late Events	2	0	1	1	2	100%				
WATAS 2 x work in progress sharing (development programmes, linked with artistic programme)	2	1	1	0	2	100%				
WATAS 6 x community chorus workshops	6	2	2	2	6	100%				
<i>Development of 2 theatre projects – 14 days of R&amp;D in the borough</i>	14	3	4	7	14	100%				
<i>Raise funds for future projects - no details given</i>	n/a	n/a	n/a	n/a	n/a	n/a				
<b>Outputs 2016/17:</b>										
26x3 hour Usherette sessions across ward areas in 2016/17							26 + 6 (32)	8		100%
5 x Lewisham Late Events in 2016/17							5	1		100%
WATAS – 10 performances of 1 major project in 2016/17							10	0		100%
WATAS – 2 x work in progress sharing (development programmes, linked with artistic programme) in 2016/17							2	1		100%
WATAS – 8 x community chorus workshops - in 2016/17							8	4		133%
<i>Development of 3 theatre projects – 20 days of rehearsal in the borough</i>							20	5		100%

<i>Development of 3 theatre projects – 16 days R&amp;D in the borough</i>							16	8		100%
<i>Raise funds for future projects x 10 applications in next 12 months</i>							10	2		100%

## 1. Remove funding from under-performing groups/those performing least well

### ***Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?***

It is envisaged that in 2016/17, Teatro Vivo will fulfil all their outputs, including compensation for a minimal shortfall in one output from 2015/16.

#### 2015/16 Outputs:

Usherette sessions (output 1) – there was a delay in the uptake of these sessions as Council Officers and Teatro Vivo formulated a process of working together, given the new nature of this project. To compensate for the loss of sessions in 2015/16, the sessions were added to the 2016/17 target.

#### 2016/17 Outputs:

Q1 targets meet or exceed the targets given. The performance target (no. 3) falls under quarter 3 of the year which is why no outcomes have been achieved as yet; Teatro Vivo confirmed that they are on track to exceed this target.

### ***Have you achieved all of the wider outcomes outlined in the initial grant application?***

Teatro Vivo are very successful at engaging with the community and gathering evidence under circumstances that challenge standard engagement and data collation, for example, at large borough wide events such as People's Day and Ward events.

They are quick in the turnaround of information, reporting back on these events to the Council Development Officers, their Grants Officer and any other group engaged in any singular event. This particularly assists the Development Officers in their assembly work.

As part of the Widening Access to the Arts funding, through the Community Chorus and Work in Progress sharing, Teatro Vivo have actively sought partnerships with community organisations who they have not worked with in the past. They work to bring the audience of that community group, their own audience base and a new audience that they engage on the day of an event, together. All of these events are free so that there are no barriers to the community participating. The events include numerous sing alongs, *Much Ado in Forest Hill* a promenade production and *Dream Fairies Den* in Mayow Park.

#### ***If no to either of the above:***

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

See above

### ***What local support/evidence of need can you identify for the work you are undertaking?***

Teatro Vivo have found that local businesses come forward readily to connect with Usherettes and Lewisham Late events, linking in through Twitter as well as on the day. They have actively sought the promotion that being linked to Teatro Vivo's events can give them having seen the work funded by the grant. Local groups have directly approached Teatro Vivo based on their knowledge of the service they are providing. The groups include VAL, Manor House Library, Friends of Forest Hill and CHART.



Teatro Vivo's programmes are needed so that residents of Lewisham who cannot attend the traditional meetings, such as assembly meetings, can make their voice heard. Two examples of this engagement are young people who do not wish to come to meetings but will talk to someone who approaches them in the street and parents who cannot attend evening meetings due to childcare restraints but take their family along to People's Day.

## 2. Negotiate reductions and seek alternative funding streams

***Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.***

There are no significant areas of savings for Teatro Vivo as their work is cost efficient due to the peripatetic nature of the organisation, for example they do not work out of an office, utilising shared spaces enabling staff to work from a variety of places with a variety of people.

***What alternative funding streams are you already pursuing?***

Teatro Vivo are well educated about the funding environment and have recently strengthened their Board with a new member who has specific fundraising experience.

Teatro Vivo have actively pursued an ongoing relationship with Arts Council England (ACE), with their original officer leaving they have connected with an officer who they were put in touch with by a Council Officer.

They also brought the Great Places Scheme (ACE) to their Officer's attention and are keen to be part of this funding bid.

Received funding from:

- Arts Council, Grants for the Arts for production *The Residents*.
- Forest Hill Society raised additional funds to work with Teatro Vivo (£3k)
- Greenwich University
- The Story Museum

Applied to:

- Goldsmith's Trust for production *The Residents*.
- Royal Victoria Hall

And are now in the process of applying to/ building relationships with:

- Deptford Community Trust
- SELCHP
- Esmee Fairbairn / SpaceHive
- Art Council England
- Foyle Foundation
- Garfield Weston
- Heritage Lottery Fund
- Steel Foundation
- Tower Hamlets Council

Teatro Vivo noted that having a base of funding from the Council gave weight to applications, as other funders could see that the organisation was successful in obtaining larger sums of funding, managing those funds and the expectations that comes with this level of funding.

**Are there any other funding streams that you can identify that the council can support you to access?**

Teatro Vivo and Officers identified the following support that could be provided for funding applications:

- feedback on written applications prior to them being sent to funders.
- supporting statements from the Council as part of applications submission.

Evaluation – Officers discussed Teatro Vivo’s desire to produce evaluative work from the programmes they are running to strengthen applications.

It was discussed that Officers could put Teatro Vivo in touch with alternative support, for example promotion to groups who could further support the company’s work such as businesses or sponsors, funders the Council has relationships with, developers etc. An Officer has already put Teatro Vivo in touch with the Council Regeneration team.

**3. Work with groups to consider mergers or asset sharing**

**Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?**

Due to the unique nature of the work carried out by Teatro Vivo there is no potential to merge resources with other groups. Of note is the support provided to Teatro Vivo from the Albany, who support them with space and collaborative work.

Officers are exploring local storage space for Teatro Vivo’s costumes & props.

**Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?**

Teatro Vivo once again expressed their interest in being part of a Great Places Scheme (ACE) bid and believes Lewisham should be proud of how, as a borough, we work with arts organisations.

Officers also mentioned the possibility of the London Borough of Culture, an initiative from the GLA and Teatro Vivo were keen to be part of this if Lewisham pursued it.

**What support might you need to move these suggestions forward?**

As above

**4. Pro-rata reductions across all groups**

**What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?**

Teatro Vivo noted a concern around the risk to the artistic core of what they produce. Officers discussed that a pro-rata cut would have an equal affect across both funding streams.

**Have you modelled this cut and developed an action plan for its implementation?**

Teatro Vivo have begun to think about the impact a reduction in the grant would have and would seek to work with Officers to determine how this would affect their overall outcomes and outputs.

**Conclusion**

**Any other comments / areas discussed**

**Evaluation**

Teatro Vivo have identified a need to use the material they have collated through the Lewisham funded programmes, to produce evaluative work that supports three areas of outreach to:

1. New funders
2. Relationship with Lewisham Council
3. Members of the public

It was agreed that both a film and written report would cover all the required audiences.

A Trustee with relevant experience has offered to write an evaluation for the organisation and Officers will link Teatro Vivo with relevant film making professionals.

**Conclusion and recommendation**

Teatro Vivo were funded for their artistic programme and to successfully establish a model of work that could reach the community and voices of Lewisham in a different way to the current approaches undertaken by the Council.

The delivery of outputs is of a high standard, with the organisation fulfilling their targets. There are no opportunities for significant financial savings or mergers.

**Therefore, it is recommended that Teatro Vivo receive a pro-rata cut.**

**Equalities groups disproportionately impacted by recommendations**

Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:			

**Commentary and potential mitigations:**

Teatro Vivo's programmes are open to all of Lewisham's residents and they proactively engage with local organisations to ensure that the work reaches all parts of the community; therefore it is not considered that any equalities groups will be disproportionately impacted.

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## Main Grants 2017-18 report

<b>Name of organisation</b>	<b>Tennis Lewisham</b>
<b>Date of meeting</b>	<b>7 September 2016</b>
<b>Names and positions of attendees</b>	<b>Tim Bingham, Regional Tennis Participation Manager – London, Lawn Tennis Association Chris Howard Director SE London Tennis Andy Thomas, Cultural Development Manager LBL</b>

<b>Group Name:</b>	Total	Q1	Q2	Q3	Q4					
Total funding received 2015-16	£22,250	N/A	£7,416	£7,416	£7,416					
Total funding received 2015-16	£29,666	£7,416	£7,416	£7,416						
Outcomes	<p>1. Improved health of Lewisham residents by providing opportunities for adults and children to be active through tennis in parks</p> <p>2. Improve quality of life and fitness through tennis to increase the life expectancy of Lewisham adults.</p> <p>3. Promote a more active lifestyle amongst female residents in Lewisham and encourage females to opt back into sport.</p> <p>4. Reduced child obesity levels by introducing tennis at a young age in primary schools.</p> <p>5. Talent pathways developed to encourage sustained participation amongst young people in sport whilst improving the competitive standard of young Lewisham players.</p> <p>6. Increase the number of Primary and Secondary school age children playing tennis from the priority wards of Bellingham, Downham and Whitefoot, whose parents receive benefits,. This will promote participation, health and wellbeing and help tackle obesity and mental health issues which children from these wards are more susceptible to than the national average.</p> <p>7. Tennis made accessible for all people who live in the socially deprived wards of Bellingham, Whitefoot and Downham. Helping to address childhood obesity, encourage group participation and provide adults with cardio exercise knowing that Lewisham has a high cardiac related mortality rate in the under 70's.</p> <p>8. Tennis made accessible to wheelchair users in Lewisham to increase activity levels and opportunities to participate in sport.</p> <p>9. Increase awareness of the opportunities to participate in tennis in Lewisham</p>									
Outputs:	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	2016-17 Q2	% Achieved TD

6 week programme at Telegraph Hill and Manor House Gardens with sessions for Mini Tots 4 to 6 year olds, 7 to 10 year olds, 11+ Juniors and Adult Beginner/Improver. The first session is free and all subsequent sessions will be £2 – “Tennis for a Tenner.” Each site programme will be launched with a Great British Tennis Weekend Upon completion of Tennis for a Tenner, 4 players from each group will be offered free membership in a ballot to CWTC. All other players will be offered a 50% discount on membership.	200	217		26	243	122	270	479	
Cardio Tennis - included in the Tennis for a Tenner programme detailed above for all adults at Telegraph Hill, Manor House Gardens and CWTC.	30	29			29	97	40	24	
Mini Tennis Red Team Training in 6 primary schools to prepare teams for London Youth Games years 3 and 4 competition. Up to 72 children will receive 6 weeks of quality coaching (8-12 per schools) Training sessions in 3 secondary schools over 6 weeks to identify and train potential London Youth Games team players. 8 players will be selected for the team and receive a further 6 weeks of training at CWTC and awarded a free membership to CWTC (4 funded by LBL and 4 funded by CWTC).	50	48			48	96	65	38	
Priority Ward.1 x 5 week term-time after school programme of Mini Red, Orange and Green Tennis. 50 places available costing just £5 per 5 week course. Upon completion 4 players from each session will be offered free membership to CWTC. All other players will be offered a 50% membership discount.	50	35		6	42	86	65	0	To be delivered later in the year

Extension of Tennis for a Tenner (detailed above) delivered at CWTC. A 2 hour morning programme for adults and a 3 hour afternoon programme for juniors. 1 x 5 week terms. Upon completion 4 players from each session will be offered free membership to CWTC. All other players will be offered a 50% membership discount	35	27			27	80	50	0		To be delivered later in the year
Wheelchair Tennis in partnership with London Thunder Basketball. Two 6 week courses for Juniors 7 to 10 years and adults up to 8 participants each week. Upon completion 5 juniors and 5 adults will be offered free membership to CWTC (6 funded by LBL and 4 funded by CWTC)	25	3	8	12	23	92	35	12		
Create a recognisable Tennis Lewisham brand and logo Parks programme marketing packs 2 Great British Tennis Weekend events	1		1		1	100	N/A			

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

Most of the targets for Tennis Lewisham have been ranked as green because they have either been achieved or have been achieved up to 90%. There are two targets that are rated as amber because although they have not been achieved there are mitigating factors

Have you achieved all of the wider outcomes outlined in the initial grant application?

Funding contributes towards the costs of a newly formed tennis consortium, which has been established to create new opportunities and increase participation in the sport in Lewisham. The impact of the work is beginning to be seen across the full range of outcomes and outputs but more time is needed for the initiative to become properly established.

If no to either of the above:

As already noted there are some outputs that have not been fully achieved. However there are a number of mitigating factors as follows:

- The work is part of a wider initiative which involves refurbishing tennis courts in a number of parks across the borough. In some parks, courts are currently unusable which has inhibited the delivery of activities. It is anticipated that refurbishment work will be completed by the early spring 2017 thereby providing new opportunities
- The consortium recognises the need for better promotion of activities. A new website is being developed to this end as well as discussions about opportunities to link in with the Council's communications processes.
- The consortium is newly formed and needs more time to establish more effective ways of working together

Outputs for 16/17 are already showing signs of being higher than in 15/16

What local support/evidence of need can you identify for the work you are undertaking?

- There is strong evidence both nationally and locally of the importance of people becoming more active in order to improve and maintain their health
- Sport England Active People data shows that there are currently 3,888 Lewisham residents that currently play tennis, with an additional 4,940 that would like to play tennis. On top of this there are 39,570 residents that would like to get involved with outdoor sports
- It is important that a tennis development programme is in place in order to achieve maximum benefit from the capital works refurbishment of courts. Evidence from other parts of the country suggests that the two aspects make a significant impact on numbers of people playing tennis



## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

The programme of work is labour intensive with most of the funding going directly to support the delivery of activities. There are therefore no proposals currently.

What alternative funding streams are you already pursuing?

The consortium already functions supported by a range of different types of funding. In addition to Council funding, funding also comes through the Lawn Tennis Association and from individual contributions. Going forward the consortium will be exploring opportunities to access funding from Sport England.

Are there any other funding streams that you can identify that the council can support you to access?

Nothing currently but the Council is seen as a key partner in the further development of tennis in Lewisham.

## 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

The work is already delivered through a consortium approach but strong partnerships also exist with other organisations such as Thunder Basketball and Millwall Community Scheme around sharing of resources. The consortium is open to further developing these opportunities.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

See above

What support might you need to move these suggestions forward?

No support is currently required but officers will be available where appropriate

## 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

The consortium maintains a positive attitude to the potential cut in funding. With the refurbished courts available in 2017, this will create greater opportunities for increasing participation and thereby increasing income. It is hoped therefore that there will be no reduction in services

Have you modelled this cut and developed an action plan for its implementation?

See above

**Conclusion**

**Any other comments / areas discussed**

As noted the consortium will play an important role going forward in making full use of tennis courts in Lewisham's parks, which will also make a contribution to addressing the Council's priorities around increasing physical activity and addressing the issue of obesity

**Conclusion and recommendation**

It is recommended that Tennis Lewisham receives a pro-rata cut. Although some outputs are lower than targeted, this is a new project which will work alongside the refurbishment of park tennis courts and deliver at a higher level once the work is complete. There are no opportunities to deliver increased efficiencies through partnership and mergers and any alternative funding that is accessed will not replace the Council grant.

**Equalities groups disproportionately impacted by recommendations**

Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:	x	Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:			

The project provides services for all ages but the largest user group is young people. Tennis Lewisham is however optimistic that the same level of services will be able to be delivered following the cut as new opportunities for income generation arise out of the tennis courts refurbishment. Officers will continue to provide support to this end.

## Main Grants 2017-18 report

<b>Name of organisation</b>	The Albany
<b>Date of meeting</b>	25 August 2016
<b>Names and positions of attendees</b>	Gavin Barlow – CEO / Artistic Director of the Albany Senay Gaul – Administrative Director of the Albany Andy Thomas - Cultural Development Manager, London Borough of Lewisham Nancy Stridgen - Cultural and Community Development Officer, London Borough of Lewisham James Lee - Head of Service, Cultural and Community Development, London Borough of Lewisham

<b>Group Name: The Albany</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
<b>Total funding received 2015-16</b>					
Communities that Care funding £70,000	<b>Total 236,568</b>	-	78,856	78,856	78,856
Widening Access to Arts £166,568					
<b>Total funding to be received 2016-17</b>					
Communities that Care funding £94,627	<b>Total 315,424</b>	78,856	78,856	78,856	78,856
Widening Access to Arts £220,797					
<b>Outcomes</b>	<p><b>Widening Access to Arts and Sports</b></p> <p>1.1 People are engaged in the arts as audience members and as active participants; Lewisham is a destination for arts and leisure</p> <p>1.2 Arts participation has increased, including among young and older people, people with disability and low income groups</p> <p>1.3 People are developing their creativity and acquiring new skills</p> <p>1.4 The arts economy attracts additional funding and investment/ benefits to the area</p> <p><b>Community</b></p> <p>2.1 Provision of community infrastructure: an accessible hub of community facilities, professionally managed and for a broad range of usages including for offices and events space</p> <p>2.2 Broader offer and access to information, knowledge and resources through community partnerships</p> <p>2.3 Capacity building through support for local residents, new and existing groups in organisational development, asset management and project/ event planning and delivery</p> <p>2.4 Capacity building through facilitation of 'knowledge economy', network development and partnership working models/brokerage</p>				

Outputs:	<b>Communities that Care</b>									
	3.1 Alternative to day care services for vulnerable older people stabilising or improving participants' health and wellbeing 3.2 Providing participation, training and volunteering opportunities for people including older and local people									
	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	15/16 Total	% Achieved	2016-17 Target	2016-17 Q1	Q2	% Achieved TD
<b>Widening Access to Arts and Sports</b>										
1. 165 performances/ arts events	165	119	286	382	<b>382</b>	<b>232%</b>	55	111		<b>201%</b>
2. 18,750 attendances	18,750	8,322	18,438	26,565	<b>26,565</b>	<b>142%</b>	5625	7,632		<b>135%</b>
3. 80% rate the quality of the performance they saw as 4* or 5*	80%	87.7%	77%	73%	<b>79.2</b>	<b>99%</b>	80%	Annual Survey		Annual Survey
4. 80% are likely or very likely to recommend the venue to friends	80%	Annual	Annual	Annual	<b>94%</b>	<b>118%</b>	80%	Annual Survey		Annual Survey
5. 53 artists supported to work in Lewisham	53	43	82	106	<b>106</b>	<b>200%</b>	17	44		<b>258%</b>
6. 8 new productions supported	8	6	16	23	<b>23</b>	<b>288%</b>	3	8		<b>266%</b>
7. 90,000 visits to our websites, achieve 8,000 Twitter followers, 5,000 Facebook likes	90,000 website 8,000 twit 5,000 fbook	38,582 web 9,632 twit 5,244 fbook	87,561 web 9,948 twitter 5,518 fbook	122,653 web 10,412 twitter 5,518 fbook	<b>web 136%</b> <b>twitter 130%</b> <b>fbook 110%</b>	<b>web 136%</b> <b>twitter 130%</b> <b>fbook 110%</b>	30,000 web 2250 Twitter 1250 Facebook	29,555: website 10,854: Twitter 6,026: Facebook		<b>98% web</b> <b>482% twit</b> <b>482% fbook</b>
8. 3,750 new attenders 50% of which from target groups	3,750 new 50% target	928 (Spektrix), 70%	2790, 52%	4018 new bookers, 55%	<b>4018 new bookers, 55%</b>	<b>107%</b>	1250 new 50% target	2,317 new, 56%		<b>185% / 112%</b>
9. 30% of attenders from BAME groups	30%	48%	44%	41%	<b>44%</b>	<b>146%</b>	30%	39%		<b>130%</b>
10. 20% of audiences come from Lower Engaged Segments of the Arts Spectrum Profiles	20%	28%	42%	30%	<b>33%</b>	<b>165%</b>	20%	28%		<b>140%</b>
11. 3,750 attendances at creative participation and training events	3750	1268	2748	4351	<b>4351</b>	<b>116%</b>	1250	1476		<b>118%</b>

12. 9 partnership projects delivering 14 events	9 projects 14 events	11 -41 events	25 - 102 events	35, 157 events	35, 157 events	<b>388% projects 1121% events</b>	3 / 4	3/21		<b>100% / 525%</b>
13. Audiences spend per head maintained at a benchmark of £35 average customer value	£35/cust	Annual	Annual	£21/cust	£21/cust	£21/cust	Annual			Annual
14. Attract £90,000 in ticket sales	90,000	20,235	107,24 5	178,299	178,299	<b>198%</b>	28,750	41,534		<b>144%</b>
15. Additional £2 mil turnover generated from other sources, achieving a 600% return (an additional £5 for each £1) on Lewisham grant funding investment	additional £2m	£1.1m; £9 for every £1 grant funding	£1.5m as per Nov.'15 ; £5 for every £1 of grant	£2.5m; £6.80 for every £1 of grant	<b>£2.5m; £6.80 for every £1 of grant</b>	<b>125%</b>	additional £500K	£637k: £7 for every £1 of grant		<b>127%</b>
16. Attract £187,500 of direct Arts Council funding	187,500	88,008	132,01 2	176,015	<b>176,015</b>	<b>94%</b>	46,875	73,600		<b>157%</b>
17. Attract 6 successful partnership funding bids	6	2	4	6	<b>6</b>	<b>100%</b>	2	3		<b>150%</b>
18. 4 press articles in national, industry and regional media, focussing on the Albany's way of working	4	2	3	9	<b>9</b>	<b>225%</b>	5	12		<b>240%</b>
19. Host 2 VIP nights, attracting at least 12 journalists and key opinion makers	2	2 VIP nights. 9 journalist s / key opinion makers	3 VIP nights. 12 journalist s / key opinion makers	4 VIP nights. 16 journalist s / key opinion makers	<b>4 VIP nights. 16 journalist s / key opinion makers</b>	<b>200%</b>	1 event, 2 key opinion makers	1 event, 2 key opinion makers		<b>100%</b>
<b>Community</b>										
20. 2,738 hours of access	2,738	1,082	2,116	3,100	3,100	<b>113%</b>	912	936		<b>102%</b>
21. 64,500 attendances	64,500	29,392	69,473	101,296	<b>101,296</b>	<b>157%</b>	20,000	26,555		<b>132%</b>
22. 11 community-led events, 580 attendances	11 events 580 at	12 events 494 att	15 evnts 1,470	19 evnts, 1737 atte	19 evnts, 1737 atte	<b>E - 172%</b>	4 events 190 atten	5 - events 750 atte		<b>125% - ev</b>

						<b>A - 299%</b>				<b>394% - at</b>
23. 85% of users agree or strongly agree that the Albany is a welcoming place for the whole community	85%	Annual	Annual	95%	<b>95%</b>	<b>112%</b>	85%	Annual		<b>Annual</b>
24. 80 groups, 55% Lewisham based	80 groups 55% Lewisham	96 groups 74% -L	110-G 76%-L	140 - G 77%-L	<b>140 - G 77%-L</b>	<b>G- 175% Lew - 140%</b>	80 - G 55% Lewisham	91		<b>113%</b>
25. 900 events (community participation, training, meetings, events)	900	342	715	1150	1150	<b>128%</b>	300	515		<b>171%</b>
26. 22,500 attendances (annual)	16,875	6,773	13,233	21,726	21,726	<b>129%</b>	5,625	7,720		<b>294%</b>
27. Equality action plan in place, implemented and monitored	Equality action plan in place, implemented & monitored	evidence	in progress, GOLD standard applied	Updated GOLD status confirmed	Updated GOLD status confirmed	<b>100%</b>	Equality action plan in place, implemented & monitored	EAP reviewed ; accessible performance's , recruit & procure actions implemented		<b>100%</b>
28. 45 sessions providing advice, bespoke support packages and training	45	17	35	47	<b>47</b>	<b>104%</b>	15	20		<b>133%</b>
29. 3 developed/facilitated events	3	1	5	7	<b>7</b>	<b>233%</b>	1 event	3		<b>300%</b>
30. 4 network memberships, 12 attendances	4/12	5/7	5/15	7/19	<b>7/19</b>	<b>175% -n 158% -a</b>	2 mem 4 attend	13 mem 7 attend		<b>650%/233%</b>
31. 3 publications/ blog posts designed to disseminate best practice	3	1	3	4	<b>4</b>	<b>133%</b>	1	1		<b>100%</b>
<b>Communities that Care</b>										
32. 94 events, 3,196 attendances	94 events, 3,196 - att	26 evts, 1018 - att	122-e 3245-att	161-e 4595-att	161-e 4595-att	<b>171% Es 156% Ats</b>	30 events 1000 att	42 events 1,090 attend		<b>140% / 109%</b>

33. 38 new older participants including 13 FAC (Fair Access to Care) eligibility status, an increase of participants of 64%	38 new OA 13 FAC part increase 64%		16 new, 15 FAC	47 new, 20 FAC	<b>47 new, 20 FAC</b>	<b>124% New 154% FAC</b>	12 new OA	19		<b>158%</b>
34. Volunteers: 30 beneficiaries	30	21	60	64	<b>64</b>	<b>213%</b>	10	12		<b>120%</b>
35. 850 attendances	850	246	1170	2296	<b>2296</b>	<b>270%</b>	283	341		<b>120%</b>

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

All outputs have been reached by the organisation and a large proportion have been overachieved (see above). The Albany is predicted to also overachieve outputs in the 2016/17 timeframe.

Have you achieved all of the wider outcomes outlined in the initial grant application?

The organisation has achieved all wider outcomes to a high standard.

### **Audience and participation**

There were 26,565 arts attendances in 2015/16, (142% of target) and 101,296 community attendances (157% target). Programmes are designed to engage a diverse audience reflective of the communities in Lewisham. The Albany provide an '**arts engagement journey**' from early year's theatre, whole family participation and young people's creative learning, arts performances festivals and older people's programmes.

### **Meet me at the Albany**

There were 161 events against a target of 94 (171% of target) and 64 beneficiaries against a target of 30 for 2015/16. The Albany have worked in partnership with Entelechy Arts to expand the reach of 'Meet Me' and increased numbers of older adults are accessing provision in different venues. This model of provision for older adults is now being targeted for specific health outcomes e.g. falls.

### **Support for Artists and Creative Industries**

There were 47 sessions providing bespoke advice and training within the 2015/16 period. 106 artists were supported to work in Lewisham (200% of target). The Albany offers support for emerging artists and creative industries including offering space to rehearse at a reduced rate and advice and progression opportunities.

### **Employment**

The Albany employs 54 permanent staff members and 44 casual staff (61% Lewisham residents). 4 Lewisham apprentices work for the organisation at one time gaining employment skills and progression opportunities. The building also hosts over 100 staff via 26 resident organisations.

### **Volunteers**

**64** people were supported to volunteer for Meet me at the Albany gaining positive outcomes from their inclusion.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

N/A.



What local support/evidence of need can you identify for the work you are undertaking?

The organisation stated the following evidence of need for work in Lewisham:

- Increasing demand; increased audience, partnerships and participants.
- Increased accessibility to low income households and those who do not normally engage with the arts. Discounted tickets and performances into the public realm.
- Venue is open to the community for over 80 hours per week on average.
- Work with local stakeholders and across teams at Lewisham Council and Lewisham Homes. Dialogue with members, users and associates to update strategies and delivery in line with residents changing needs.
- 26 resident organisations and over 200 local community groups use facilities
- Audience demographics are reflective of the borough

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

The organisation stated that it works constantly to reduce overheads and ensure efficiency and there are no significant reductions that could be made currently.

The organisation will be making large scale capital improvements over the next 5 years which will change their business model.

What alternative funding streams are you already pursuing?

The organisation is seeking funding from the following sources. These streams are project based and would not replace Lewisham funding.

- Paul Hamlyn Foundation
- Esme Fairburn Foundation
- Arts Council England - multiple strategic funding pots
- Big Lottery - Reaching Communities x 2 projects for Young People and Meet Me at the Albany

Are there any other funding streams that you can identify that the council can support you to access?

The Albany has been working with Lewisham Council on an expression of interest for Arts Council England/Heritage Lottery Fund/English Heritage 'Great Places' fund.

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

The organisation confirmed that there had been work previously on potential mergers and asset sharing, but this is not currently an option due to the unique nature of the organisation, associates, ethos and building.

The Albany are currently conducting a piece of work to explore how resources such as marketing, fundraising, production costs and finance management could be shared between organisations locally.

The partnership with Lewisham Homes has allowed outputs to be increased in 2015/16.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

Please see above.

What support might you need to move these suggestions forward?

The organisation advised that support is not needed at this time.

### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

The organisation advised that this reduction would impact via cuts across all programming.

It was expressed that The Albany has a high success rate in bringing in external funding into the borough. In 2015/16 the organisation brought in an extra £2.5 million of external funding which equates to £6.80 external funding for every £1 of Lewisham funding. The organisation stated that this cut could affect the amount of external funding gained.

It was stated that a 25% cut could impact on the 'open door policy' of the organisation. Which is the support to small developing organisations and free of charge community development work.

It was discussed that alternative funding streams are worked on continuously. The organisation expressed that it has grown in the last 12 years and to maintain and realise more growth there needs not to be a heavy drop in investment.

Have you modelled this cut and developed an action plan for its implementation?

The organisation advised that this cut had been modelled.

## Conclusion

<p><b>Any other comments / areas discussed</b></p> <p><b>Lewisham Homes</b> The organisations new agreement with Lewisham Homes is allowing participation with a larger number of residents that do not traditionally engage with the arts. It has enabled young people and older people to participate in sites around the borough including sheltered accommodation and increased numbers of residents on low incomes to access to the Albany's main site.</p> <p><b>Leading Partnership efficiencies</b> The Albany are currently conducting a piece of work to explore how resources such as marketing, fundraising, production costs and finance management could be shared between organisations locally.</p>
<p><b>Conclusion and recommendation</b></p> <p>The Albany have reached or over achieved their outputs and outcomes for the 2015/16 period. It is predicted that outputs and outcomes will also be over achieved for 2016/17. There is no scope for achieving efficiencies through mergers or further partnership. The organisation is actively fundraising but this will not replace Council funding.</p> <p><b>It is recommended that The Albany receive a pro-rata cut.</b></p>

<b>Equalities groups disproportionately impacted by recommendations</b>			
Young People, Older People, Disabilities, BAME			
Ethnicity:	X	Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:	X	Sexual orientation:	
Disability:	X	Gender reassignment:	
Religion / Belief:			
<b>Commentary and potential mitigations:</b>			
The Albany provides specific services to young people, older people, those with a disability and those who are BAME. Officers will work with the organisation to mitigate against the impact of a cut on these equalities groups.			

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**-Main Grants 2017-18 report**

<b>Name of organisation</b>	<b>London Thunder Basketball</b>
<b>Date of meeting</b>	<b>01/ 09/16</b>
<b>Names and positions of attendees</b>	<b>Ann Pittman - Treasurer and Co-administrator Nikki Sealy - Club Secretary and Co-administrator Andy Thomas – Cultural Development Manager Maya Onyett - Volunteering and Cultural Participation Manager</b>

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Total funding received 2015-16	£18,750	N/A	£6,250	£6,250	£6,250
Total funding to be received 2016-17	<b>£25,000</b>	£6,250			

<b>Outcomes</b>	
	<p><b>1. Walking Basketball</b></p> <ul style="list-style-type: none"> <li>• Increase the use of a community venue by the community. Increase levels of participation in sport and leisure activities across the age range. Improved fitness. Increase in levels of volunteering</li> </ul> <p><b>2. Silver Shooters</b></p> <ul style="list-style-type: none"> <li>• Increase the use of a community venue by the community. Increase levels of participation in sport and leisure activities across the age range. Improved fitness. Increase in levels of volunteering</li> </ul> <p><b>3. Baby Baskets</b></p> <ul style="list-style-type: none"> <li>• Increase the use of a community venue by the community. Increase levels of participation in sport and leisure activities across the age range. Support language development. Promote positive interactions between children and parents</li> </ul> <p><b>4. After school Sport and Study Club</b></p> <ul style="list-style-type: none"> <li>• Increase the use of a community venue by the community. Increase levels of participation in sport and leisure activities across the age range. Increase levels of confidence for vulnerable groups. SS5 Ensure that children and young people feel safe. EA2 Close the achievement gaps between under-achieving groups and their peers. MPC1 Strengthen further youth participation and involvement. MPC2 Reduce anti-social behaviour and youth crime and support young people who are the victims of crime</li> </ul> <p><b>5. Qualification and technical Training</b></p>

	<ul style="list-style-type: none"> <li>• Increase the qualifications of those wishing to become involved in basketball either as coaches or as table officials or referees. Provide those trained with opportunities to gain employment or to volunteer within the programme. Increase levels of volunteering in a community project. EWB1 Reduce further the number of young people who are NEET 16–24. EWB2 Raise participation and achievement at age 19</li> </ul> <p>6. Satellite Clubs</p> <ul style="list-style-type: none"> <li>• BH4 Reduce childhood obesity. SS5 Ensure that children and young people feel safe. EA2 Close the achievement gaps between under-achieving groups and their peers. EA3 Improve secondary school attendance. EA4 Meet the needs of children with complex needs and disabilities. EA6 Ensure children and young people access culture, sport, leisure and play activities. MPC1 Strengthen further youth participation and involvement. MPC2 Reduce anti-social behaviour and youth crime and support young people who are the victims of crime. MPC3 Provide integrated youth support for all young people to ensure they are able to make informed choices about their lives. EWB1 Reduce further the number of young people who are NEET 16–24. EWB2 Raise participation and achievement at age 19. EWB3 Secure a diverse 14–19 offer which meets the needs and aspirations of learners</li> </ul>									
<b>Outputs:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	2016-17 Q2	% Achieved TD
<i>Deliver 24 Weekly Walking Basketball sessions to be held at the Thunderdome during term time for 24 older people aged 50+ or those who would like to rehabilitate following injury</i>	24	0	12	12	24	100%	30	0		0% Planning stage
<i>Deliver 20 Weekly basketball/fitness sessions to be held at the Thunderdome during term time for 10+ mums and under 5's who wish to experience an enjoyable session together.</i>	20	0	0	0	0	0%	25	0		0% Planning stage
<i>Deliver 24 weeks of Multisport &amp; Homework club, twice per week – 48 sessions</i>	48	0	24	24	48	100%	60	12		80%
<i>No of participants at Multisport &amp; Homework club sessions.</i>	480	0	216	360	576	120%	600	156		104%
<i>Provide 2 coaching qualification courses and 2 table official courses.</i>	4	1	1	4	6	150%	5	2		160%

<i>Deliver 4 weekly Community basketball sessions, held on Tuesdays, Fridays, and Saturdays (2) .</i>	144	52	40	52	<b>144</b>	<b>100%</b>	180	52		<b>115%</b>
<i>Participation at Community basketball sessions, held on Tuesdays, Fridays, and Saturdays.</i>	3,510	1209	1129	1300	<b>3,638</b>	<b>104%</b>	4,388	1500		<b>138%</b>
<i>Deliver Team sessions twice weekly</i>	72	26	20	26	<b>72</b>	<b>100%</b>	90	26		<b>116%</b>
<i>Team sessions- No. of Young people participating</i>	3,960	1560	1200	1430	<b>4190</b>	<b>106%</b>	4,950	1600		<b>129%</b>
<i>Deliver Healthy eating workshops and bleep tests for fitness every term in Community and Team sessions</i>	216	78	60	78	<b>216</b>	<b>100%</b>	270	55		<b>81%</b>
<i>Deliver Satellite Clubs within schools.</i>	5	3	3	3	<b>9</b>	<b>180%</b>	6	2		<b>133%</b>

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

London Thunder Basketball has met and exceeded targets with the exception of one. Mitigating factors are provided below

The Thunderdome in Stockholm road is a well-used venue with an encouraging atmosphere. This is especially the case on Saturday's when participants can both train and watch games taking place in a safe place for young people to socialise. There are many positive role models and opportunities to discuss important issues both formally and informally.

Lewisham funding has supported the organisation to widen participation by introducing walking basketball sessions for older people, and sessions for under 5's. Wheelchair basketball, juniors and adults, is also played regularly within the club. London Thunder also run successful community basketball sessions at the Forest Hill School Community Sports Centre.

Have you achieved all of the wider outcomes outlined in the initial grant application?

The organisation has achieved all of the wider outcomes through a varied programme of activities. Highlights of what the organisation has achieved are as follows:

- Walking basketball, after a slow start is now up & running and they have started an Over 40's tournament
- Volunteers
- 15-20 new volunteers this year assisted with transport, laundry, officiating and hospitality
- 3 new teams started this year-2 mens (1 national league) +1 U12
- homework clubs
- Healthy eating key messages communicated throughout the various programmes

The organisation has a strong focus on inclusion and has 3 players on teams that are known to have an autism diagnosis. Thunder also takes a strong interest in the wider development of young people and parents and carers often report an increase in confidence. Coaches are also in touch with schools (and parents) to support players with behavioural difficulties where relevant

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

The fitness sessions for mums and under 5's has proved to be difficult to deliver. Twice a coach was found to facilitate the sessions but then could not start as they found a full time job. The organisation continues to work to get the session off the ground.



What local support/evidence of need can you identify for the work you are undertaking?

There is a continually increasing interest in and demand for services, resulting in increasing numbers at both venues. Nationally and locally there is a strong focus on the need for children and young people to become more active and develop more healthy lifestyles in order to address problems of obesity and other health related problems.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

The organisation already ensures that costs are kept to a minimum and that resources are maximised. This approach will continue and all opportunities to find more efficient ways of doing things will be explored. Staffing costs is one of the largest areas of expenditure and it would be difficult to reduce this as it is important to work with and properly value qualified coaches.

The organisation will continue to seek to increase numbers of members and thereby increase raises income.

What alternative funding streams are you already pursuing?

The organisation is pursuing a number of funding opportunities including:

- Health links H4H
- Local Assembly funds
- Sportivate
- Sported
- Freesport
- Sport England

Are there any other funding streams that you can identify that the council can support you to access?

Sport England's new funding programmes now include support for work with 5+ age group. The organisation is keen to pursue this opportunity and will need Council support in submitting an application

## 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

Thunder already works in partnership with a number of other organisations including:

- SE London Tennis in delivering wheelchair tennis
- London Region Basketball

- London Wheelchair Basketball
- The Reach beyond charity
- Lewisham & Bromley Mind

The organisation does not consider that there are currently any options for merging.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

The organisation is considering the possibility of sharing resources with school games events for primary & secondary schools. They are also seeking opportunities to work with Kings College London.

These opportunities would not greatly impact on running costs but would serve to enhance services by bringing in more participation.

What support might you need to move these suggestions forward?

No support is currently needed but officer will continue to work with the organisation and provide any necessary support going forward

#### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

The organisation may need to reduce the number of sessions being offered but would seek to avoid this if possible by increasing income from other sources.

The organisation believes that the wider impacts would be particularly experienced by young people and that this could potentially result in increased anti-social behaviour as well as reduced physical activity levels, leading to poorer health and wellbeing.

Have you modelled this cut and developed an action plan for its implementation?

The organisation is currently working on an action plan to implement a 25% reduction in funding.

#### Conclusion

Any other comments / areas discussed

**Conclusion and recommendation**

**It is recommended that London Thunder Basketball receive a pro-rata cut.** The organisation has achieved strongly against most of its targets and is delivering important services in increasing physical activity amongst children and young people. It is difficult to see how efficiencies can be achieved through merger or increased partnership.

**Equalities groups disproportionately impacted by recommendations**

Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:	X	Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:			

**Commentary and potential mitigations:**

The organisation provides services primarily to young people and this group will therefore be disproportionately impacted by the recommendation. Thunder will continue to seek alternative funding to replace the cut and officer will support in exploring other ways that this can be achieved

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## Main Grants 2017-18 report

<b>Name of organisation</b>	<b>Trinity Laban Conservatoire of Music and Dance (Learning and Participation Departments)</b>
<b>Date of meeting</b>	<b>21 September 2016</b>
<b>Names and positions of attendees</b>	Veronica Jobbins - Head of Learning and Participation (Dance), Trinity Laban Conservatoire of Music and Dance Rose Ballantyne - Head of Learning and Participation, Blackheath Halls Louisa Borg Costanzi- Potts Learning and Participation (Dance), Trinity Laban Conservatoire of Music and Dance Kate Atkinson - Head of Learning and Participation (Music), Trinity Laban Conservatoire of Music and Dance Nancy Stridgen - Development Officer Cultural Development, London Borough of Lewisham

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Total funding received 2015-16	<b>68,001</b>	-	22,667	22,667	22,666
Total funding to be received 2016-17	<b>90,666</b>	22,666	22,667	22,667	22,666

Outcomes		1: Children & young people are actively involved in music and dance, for health, well-being, social benefit and developing creativity and skills	2: Young people with talent and motivation are identified and supported to progress to higher levels of music/dance learning	3: Outreach links and recruitment partnerships inspire take up of further music/dance participation opportunities by young people from under represented schools, neighbourhoods or communities	4: Participation in music and dance by young people from economically disadvantaged backgrounds is increased
		5: Young people and adults with disabilities have access to opportunities to make music, dance and perform in a supported, inclusive environment	6: Older people take part in music, dance and broader cultural activities that benefit health and wellbeing; the creativity and experience of older people is celebrated through performance	7: Quality of life and reputation of Lewisham as a place to spend leisure time is enhanced through access to performances and community events	

<b>Outputs:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	2016-17 Q2	% Achieved TD
1. 120 CYP (aged 8 – 19) from Lewisham participate in the Trinity Laban after school Youth Dance Programme classes on a weekly basis (198 sessions). Includes Contemporary Dance, Dance Fusion, Hip Hop, Youth Ballet and the Trinity Laban	80	40	62	96	96	120%	40	130		108%
2. Youth Dance Company	187	86	162	797	413	221%	40	43		107%
3a. 25 primary, secondary schools and youth groups take part in the Lewisham Schools Dance Showcase (2 days) in partnership with the Broadway Theatre, Catford as part of Lewisham Live! 400 CYP participating.	25	0	0	28	28	112%	0	0		In Quarter 4
3b. Lewisham Live! 400 CYP participating.	400	0	0	554	554	139%	0	0		In Quarter 4
4. 50 young people aged 8-14 participate in Animate Lewisham first access orchestra courses and taster days. 2 days of holiday/weekend activities take place	50	12	35	47	47	94%	20	104		520%
5. 1 Year 5 classes from Lewisham schools participate in Blackheath Goes Gospel. 30 children participate in 6 workshops and 1 performance at Blackheath Halls in Autumn 2015.	30	0	0	30	30	100%	0	0		In Quarter 3
6. 60 primary school children take part in the Blackheath Halls Opera in July 2015, including 30 from a school where singing is currently limited or not	60	0	0	60	60	100%	60	60		100%

available. Each school takes part in 3 workshops, including music and art/design activities, and 1 performance.										
7a. 50-60 children and young people further develop their skills in singing and performance as chorus/soloists in the Blackheath Halls Children's Opera. Each takes part in (on average) 30 sessions of rehearsals and 3 performances and receive coaching from a professional team.	<b>60</b>	<b>0</b>	<b>0</b>	<b>54</b>	<b>54</b>	<b>90%</b>	<b>0</b>	<b>0</b>		<b>In Quarter 4</b>
7b. Blackheath Halls Children's Opera Number of sessions of rehearsals (30)	<b>30</b>	<b>0</b>	<b>0</b>	<b>36</b>	<b>36</b>	<b>120%</b>	<b>0</b>	<b>0</b>		<b>In Quarter 4</b>
8. 250 young people perform at Live at the Halls, showcasing musical talent and achievement from across the borough. Performers have access to rehearsal space, professional production and technical support on the day	250	<b>0</b>	0	234	234	<b>94%</b>	<b>0</b>	<b>0</b>		<b>In Quarter 4</b>
9a 20 young people will be recruited and take part in the Trinity Laban Youth Dance Ambassadors (TLYDA) scheme, being offered training in event management, leading and teaching, devising and producing dance performances. 10 will be entered for Silver Arts Award. 24 sessions provided	20	<b>12</b>	12	20	20	<b>100%</b>	<b>10</b>	<b>12</b>		<b>120%</b>
9b.10 will be entered for Silver Arts Award	10	<b>12</b>	12	13	13	<b>130%</b>	<b>0</b>	<b>0</b>		<b>In Quarter 2</b>
9c. 24 sessions provided (per year)	18	<b>6</b>	12	18	18	<b>100%</b>	<b>6</b>	<b>6</b>		<b>100%</b>
10a 20 Youth Dance Ambassadors (TLYDA) will volunteer and contribute	20	<b>5</b>	10	20	20	<b>100%</b>	<b>10</b>	<b>12</b>		<b>120%</b>

to dance activities in Lewisham eg Lewisham Schools Dance Showcase, school and community workshops and activities. 20 sessions.									
10b 20 Youth Dance Ambassadors (TLYDA) will volunteer and contribute to dance activities in Lewisham eg Lewisham Schools Dance Showcase, school and community workshops and activities. 20 sessions.	15	5	10	15	15	100%	2	5	250%
11. 45 CYP who have been identified as gifted and talented in dance take part in Boost, Lift and Launch, weekly after school dance classes (aged 10-14) preparing them for possible progression to Dance CAT and other routes	45	63	63	63	63	140%	25	53	212%
12. 40 young people from Lewisham progress to Animate Orchestra performing ensembles and/or Animate Advanced. Each participates in at least one holiday course of 2-3 days in duration, of 3 available. (21 for 9 months)	21	0	11	21	21	100%	5	17	340%
13. 12 Animate members meet and perform alongside Junior Trinity musicians, and are signposted to audition opportunities	12	0	0	21	21	233%	12	17	141%
14. 20 young people from Lewisham take part in Transform projects to develop specific instrumental, ensemble or creative musical skills, alongside Junior Trinity and Trinity Laban HE staff/students. 6 days of activity are offered.	20	26	26	26	26	130%	0	0	In Q 2,3&4



15. 40 young people from Lewisham take up discounted ticket offers and participation opportunities offered by Trinity Laban and partners as a result of 3 Backstage e-newsletters.	30	0	10	32	32	107%	0	0		In Q 3&4
16. 30 young people with exceptional talent perform at a new Live Talent event, showcasing the highest levels of achievement in music and dance, from a range of genres and backgrounds	22	0	0	0	0	ACE external funding not achieved	0	0		In Q 2,3&4
17. TL will plan and manage Live at Trinity Laban – Music and Dance collaborative performance platform taking place at the Laban Theatre as part of Lewisham Live, in partnership with LEAN, Lewisham Music service and other Lewisham Live partners. This is dependent on external funding. 4 schools/youth groups participating, 80 CYP performing.	80	0	0	129	129	161%	0	0		In Q4
18. 40 talented CYP will take part in a music and dance collaboration between Animate Orchestra and young dancers recruited specially from the Trinity Laban Youth Dance Programme and Lewisham Schools.	40	0	42	42	42	105%	0	0		In Q3
19. 100 CYP from Lewisham schools take part in dance “taster” workshops and projects to identify CYP from underrepresented groups and signpost them to progression opportunities at Trinity Laban, including the Dance CAT. 8 days of activity are offered.	100	0	113	213	213	213%	0	0		In Q3&4
20a. 3 KS2 classes at each of 12 Lewisham primary schools (36	36	0	31	40	40	111%	0	0		In Q3&4

performances) receive 45 min Supersonics performance workshops given by Trinity Laban students and introducing live musicianship. 1080 pupils benefit										
20b. 1080 pupils benefit	1080	0	950	1220	1220	113%	0	0		In Q3&4
21. Progression partnerships are established with three Lewisham community organisations serving under represented participant groups	3	0	0	3	3	100%	1	1		100%
22a 2 x ½ day Animate Orchestra workshops/tasters sessions are delivered with community partners. 60 young people from under represented communities take part	2	0	0	0	0	Happening in July 16	2	2		100%
22b. 40 young people from under represented communities take part	40	0	0	0	0	Happening in July 16	40	50		125%
23. 'new' primary schools (not previously engaged in BH Community Programme), and identified as a 'hard to reach' with Lewisham Music Hub, participate in Blackheath Halls projects (Blackheath Goes Gospel & Blackheath Community Opera). Participant outputs are included in Outcome 1	2	0	0	0	2	100%	2	2		100%
24a. 100 CYP participate in weekly dance activities (Bellingham Beats) and school taster activities in Downham and Bellingham, an area identified as being an area of disadvantage and poor health outcomes	100	31	34	131	131	131%	30	35		116%
24b. Number of weekly sessions 60 per full year	50	10	20	50	50	100%	20	24		120%

25. Number of young people claiming discounted entry to Animate Orchestra (in receipt of free schools meals or disadvantage subsidy) is increased from 15% to 18%	18%	0	0	23%	23%	128%	18%	Annual fig		Annual fig
26a. Provide 44 after school dance classes at Laban Building for children with and without disability. 30 CYP taking part.	44	10	24	52	52	118%	20	20		100%
26b. 30 Young people	30	22	22	61	61	203%	10	12		120%
27. Provide additional opportunities (11 sessions) for 12 CYP with a disability to take part in performances, projects and activities, working in partnership with Lewisham schools and community partners. (per full year)	8	0	0	8	8	100%	0	0		In Quarter 4
28. a) 10 adults with disability/acquired brain injury or stroke attend weekly dance activity (22 sessions) in partnership with Headway Lewisham.	10	13	13	13	13	120%	10	10		100%
28 b) 22 sessions	22	4	10	24	24	109%	10	10		100%
29. 20 children from Greenvale and Drumbeat schools participate in the Blackheath Halls Opera, participating in 3 creative workshops and 1 performance	20	0	0	10	10	50% Drumbeat pulled out due to transport	20	14		70% (only Greenvale)
30a) 65 older people aged 60+ participate in Inspired Not Tired music and dance groups; (4 groups, 72 sessions total) are delivered. Classes based at the Laban Building and community venues: Bellingham Leisure Centre, The Grove Centre in Sydenham, and the church hall at	65	83	89	96	96	151%	65	44		67%

Christ Church United Reformed Church, Bellingham.									
30b. 72 sessions	72	14	36	86	86	119%	36	40	111%
31. Inspired Not Tired participants give 3 performances to audiences of 150	3	1	6	8	8	267%	1	2	200%
32a. 15 of Inspired Not Tired participants take part in an intergenerational arts activity with 20 young people aged 8-18	15	0	0	21	21	140%	15	21	140%
32b. 20 young people aged 8-18	20	0	0	9	9	45% number of YP reduced as SEN school chosen	20	12	60% number of YP reduced as SEN school chosen
33. 1 performance planned with an OPAN or other partner organisation, 15 participants from Inspired Not Tired take part	0	0	1	1	1	100%	1	1	100%
34. Inspired Not Tired participants and OA in Lewisham have increased opportunities to take part in arts and cultural activities (watching performances, trips, participants led activity etc) run by OPAN and other organisations, improving participant pathways, and the 'joined up' cultural offer to older people across the borough.	50	22	32	54	54	108%	12	42	350%
35. % of older people aged 60+ taking part in Blackheath Community Programme is increased from 30% to 35%	35%	31%	31%	31%	31%	89%	35%	31%	88%
36. 20% (minimum) of adult participants in the Blackheath Halls	20%	31%	31%	31%	31%	155%	20%	31%	155%

Opera are aged 60+ (out of estimated 120 total)										
37. Retired not Tired participant steering group created and at least one meeting facilitated	1	0	0	1	1	100%	0	0		In Quarter 3&4
38. Audiences of 3,600 attend community music and dance performances arising from our Lewisham Main Grants funded work	3600	2770	3290	5141	5141	190%	300	585		195%
39. Lewisham CYP, adults or older residents give 2 performances outside of the borough that raise profile of Lewisham as a creative and dynamic community	2	1	1	3	3	150%	1	1		100%

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

The organisation achieved most of its outputs and where this is not the case mitigating factors are described below.

93% of targets were met as only 4 out of 51 targets were not achieved in 2015/16.

**1308** young people were reached in schools for high quality music participation outside of the Lewisham Live programme.

**131** young people in Bellingham regularly attended the Bellingham Beat Music and Dance Programme. **232** other young people were engaged with separate music programmes outside schools during the year.

**96** Lewisham young people regularly attend the subsidised after school dance provision. A further 20 young people (14-18) attend the 'Young Ambassadors' programme to receive creative industries progression training and support. 13 of these young people have been entered into a Silver Arts Award. 83 other young people have accessed separate dance participation programming during 15/16.

**96** Older people regularly attend music and dance sessions in Bellingham, Sydenham and Downham and have had the opportunity to perform in front of audiences of over 150 people 8 times over the 9 month 15/16 funding period. 54 older people have been enabled to experience creative opportunities out of the borough.

**28 schools** participated in Lewisham Live! and **917 young people** performed during the 2016 festival. Lewisham Live! is produced in partnership with Lewisham Education Arts Network and Lewisham Music Hub.

A specialist dance programme for young people at risk of developing mental health conditions **Dancing Ahead** was successful in this time period and received referrals from 10 Lewisham schools.

Have you achieved all of the wider outcomes outlined in the initial grant application?

Trinity Laban has achieved all of its wider outcomes and has reached larger numbers than targeted of young people, older people, those with disabilities, schools, those with a physical condition (Stroke rehabilitation) those in areas with health inequalities (targeting Bellingham and Downham programmes) and young people at risk of developing mental health conditions (via targeted Headstart dance programme).

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

**Outputs not achieved**

**16. 30 young people with exceptional talent perform at a new Live Talent event, showcasing the highest levels of achievement in music and dance, from a range of genres and backgrounds.** Lewisham Live! has traditionally received Art Council England (ACE) funding, but for 2016 the partners were not successful in their bid therefore one of the outputs needed to be dropped due to lack of funding. ACE funding for the 2017 festival has been secured.

**29. 20 children from Greenvale and Drumbeat schools participate in the Blackheath Halls Opera, participating in 3 creative workshops and 1 performance.** Only half of the children were reached for this output in 15/16 due to Drumbeat school pulling out of the Opera late in the organisation due to transport issues.

**32b. 20 young people aged 8-18 taking part in the intergenerational art activity.** The numbers were reduced, as the project choose to engage with a SEN school and it was appropriate to have a reduced number of children.

**35. % of older people aged 60+ taking part in Blackheath Community Programme is increased from 30% to 35% . 31% achieved.** Blackheath Halls are working to increase this percentage for 2016/17.

What local support/evidence of need can you identify for the work you are undertaking?

It was stated by the organisation that evidence of need included:

- Waiting lists for programmes.
- Older adults need for provision to help reduce isolation and improve health and wellbeing.
- Case studies show that participation in the youth programme can result in positive outcomes for health, self-esteem, confidence, wellbeing and also allow increased opportunity for positive progression.
- Targeted work in Bellingham and Downham, area of documented health inequalities.
- Need for more quality provision for disabled young people.
- Continuing decrease of focus on career opportunities in the creative industries in schools - Trinity Laban's schools programming offer professional development.
- Equality and Diversity - the need for all of Lewishams residents including those who would not normally engage with the arts and those from low income families to benefit from a world class institution in the borough. Multiple benefits for Lewisham residents that can be gained from continuing a strong outreach programme in the borough.
- Headstart programme, targeted programme with young people ages 10-16 who were at risk of developing MH issues.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

It was discussed that current expenditure cannot be decreased without cutting provision. As programme leaders work within a Learning and Participation Department in an academic institution, capital investments aren't applicable.

What alternative funding streams are you already pursuing?

Trinity Laban is currently linked to Greenwich Dance who receive Arts Council England National Portfolio Organisation funding (NPO).

Trinity Laban are applying to the Arts Council to become an NPO in their own right in 2018 which if they were successful could allow £350-£450K per year of funding from the Arts Council. They expressed concern that if they were cut a further 25% in 17/18 the fact that they were cut by 25% in 15/16 would realise a 50% cut in two years. It was stated that this would hamper the opportunity for a large NPO contribution as the amount of Local Government investment is scrutinised substantially in these applications.

They expressed that the Learning and Participation budget within Trinity Laban is being cut to an amount that has not been disclosed to the department yet. The main Conservatoire has substantial savings to make due to the decrease in HEIF funding in 16/17.

Are there any other funding streams that you can identify that the council can support you to access?

Lewisham officers will support the organisation with information on the following funding streams:

- Sports and physical activity funding, dance has been identified as a growth area for health and Sport England have yet to release their strategy regarding this.
- Children and Young People's commissioning to continue the Headstart mental resilience programme with young people that had been identified as being at risk.
- Community cohesion pots of funding from central government.
- Intergenerational funding.
- Funding for working with young people in Pupil Referral Units.

## 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?



Trinity Laban is merged with Blackheath Halls for this grant and work with LEAN, Lewisham Music Hub, the CCG and other voluntary and community organisations for their programming. It is not applicable to merge on an organisational level. It was also stated that Trinity Laban share their assets (venue) with many community organisations.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

Please see above.

What support might you need to move these suggestions forward?

N/A

#### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

The organisation stated that it was cut 25% in its 15/16 grant and a further 25% in 17/18 would mean a 50% cut within 2 years, which would have a large impact on their provision in the borough.

It was discussed that there would be significant cuts in programming for older peoples projects in Bellingham and Downham and also the young peoples subsidised programming.

It was also mentioned that the cut would have a knock on effect to the amount of funding that could be received from the Arts Council for the NPO status that Trinity Laban are applying for in 2018.

It was mentioned that the Learning and Participation department within Trinity Laban does not benefit from the institutions student funding as it was felt that is a perception from outside the organisation.

Have you modelled this cut and developed an action plan for its implementation?

The organisation stated that it cannot accurately model a 25% cut for 17/18 as there are not clear budgets for the Learning and Participation service for 17/18, due to large cuts in HEIF funding being managed by the whole institution.

#### Conclusion

##### **Any other comments / areas discussed**

##### **Bespoke Opportunities**

The organisation stated that the opportunities that arise due to the Trinity Laban's international status have been of benefit to Lewisham residents during this period. Trinity Laban are working with the Tate Modern as a Tate Exchange Associate in the new Switch House building which will allow further opportunity for Lewisham residents.

**Facilitation and Advocacy**

The Learning and Participation department has also facilitated and advocated for Lewisham Schools in this period speaking in regards to the EBACC changes in parliament with St Matthews Academy dance students.

**Conclusion and recommendation**

Trinity Laban have exceeded outputs and outcomes for 2015/16 and are predicted to exceed outputs and outcomes for 2016/17. There are no opportunities for efficiencies through mergers or increased partnership and no opportunities to replace council funding through other sources

**It is recommended that Trinity Laban Conservatoire of Music and Dance receive a pro-rata cut.**

During this monitoring and evaluation process it has become apparent that there is a lack of parity in levels of funding provided to different organisations for similar services that are being provided. Officers will be undertaking a review of grants awarded to organisations that provide similar activities around youth theatre and performing arts and expect to report back to Mayor and Cabinet in June 2017 with further recommendations.

**Equalities groups disproportionately impacted by recommendations**

Young People, Older People, Disabilities, BAME

Ethnicity:	X	Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:	X	Sexual orientation:	
Disability:	X	Gender reassignment:	
Religion / Belief:			

**Commentary and potential mitigations:**

Trinity Laban provide a service to young people, older people and those with a disability and or injury. Trinity Laban also provide a service to a high percentage of BAME children in Lewisham Schools.

Lewisham officers will work with the organisation to mitigate against the impact of the cut.

## Main Grants 2017-18 report

<b>Name of organisation</b>	Voluntary Action Lewisham
<b>Date of meeting</b>	29 September 2016
<b>Names and positions of attendees</b>	Chris Freed, Chair Voluntary Action Lewisham James Banks, Temporary strategic support whilst the VAL Director is on long term sick leave James Lee, Head of Culture and Community Development Andy Thomas, Cultural Development Manager LBL

Group Name:	Total	Q1	Q2	Q3	Q4
Total funding received 2015-16	£139,216.	N/A	£46,405	£46,405	£46,405
Total funding received 2016-17	£185,621.	£46,405	£46,405		

Outcomes	<ul style="list-style-type: none"> <li>• Non-finance specialists in small and medium sized VCSE organisations demonstrate improved confidence in financial management</li> <li>• Existing and prospective trustees/directors of small and medium-sized VCSEOs have a better understanding of their roles and responsibilities and how to comply with the legislation that applies to their organisation.</li> <li>• VCS organisations are better able to demonstrate change and improved effectiveness through implementing a systematic approach to outcomes and impact assessment.</li> <li>• Improved confidence and ability among non-financial workers in VCSEO to develop project plans and proposals for fundraising purposes</li> <li>• VCS groups have improved opportunities to debate, problem solve, and deliver solutions</li> <li>• VCS representatives will have improved support and clarity of accountability to the sector.</li> <li>• Improved confidence and ability among trustees and senior managers to enter into collaborative working arrangements</li> <li>• To increase the capacity of VCS organisations and groups to create or strengthen their brand</li> <li>• Strengthen the brand of VAL among members, funders and supporters</li> <li>• Increase engagement of existing and lapsed members with VAL new services and role</li> </ul>
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Outputs:	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	2016-17 Q2	% Achieved TD
Outcome 1a Financial management support delivered via 1:1 and group coaching, events and workshops.	50 people	2 pple (2 orgs) at cuts surgery + 33 orgs Information, advice or guidance (IAG) via 1:1s or email	31 orgs IAG	8 pple (7 orgs) at two software demos 36 orgs IAG	50 people	100				
Outcome 1b Governance support delivered via 1:1 and group coaching, events and workshops.	18 orgs	7 pple (7 orgs) at two events + 21 orgs IAG via 1:1s or email	33 pple (28 orgs) at two events + 17 orgs IAG	10 pple (9 orgs) at two events + 20 orgs IAG	18 orgs	100				
Outcome 2a Outcomes and impact support programme delivered via 1:1s and peer learning & online.	10 orgs 1:1 5 orgs attend workshops 2 case studies	6 orgs IAG via 1:1s, phone or email	45 orgs at launch event + 7 orgs IAG 2 case studies	10 orgs signed up to prog, attending workshops and 1:1s 3 workshops delivered + 11 orgs IAG	10 orgs 1:1 5 orgs attend wshops 2 case studies	100				
Outcome 2b Fundraising and project planning support delivered via 1:1s, peer learning, events & workshops.	18 orgs	5 orgs at event + 17 orgs IAG via 1:1s,	11 orgs at 2 events + 21 orgs IAG	18 orgs at 3 events + 12 orgs IAG	18 orgs	100				

		phone or email								
Outcome 3a VCS orgs have improved opportunities to debate, problem solve and deliver solutions. Target: one sector-wide VCS event Agree and implement methodology for information exchange between VCS and strategic boards	1 event	VCS forum organised with input from Local Infrastructure Group, attended by 41 orgs	CYP forum attended by 23 orgs Turn up & talk community spaces attended by 8 orgs	Turn up & talk community spaces attended by 10 orgs	1 event	100				
Outcome 3b VCS representatives and boards have improved support and clarity of accountability to the sector. Target: 2 training/support workshops per year for 10 VCS reps.	2 events, 10 reps			6 pple (6 orgs) at training workshop for newly elected CYP forum steering group	2 events, 10 reps	100				
Outcome 3b VAL continues to contribute to Health & Wellbeing Board, other strategic and multi-agency Boards	H&W Board & others	Health & Wellbeing Board + Stronger Communities Partnership Board co-chaired by Director + Lewisham Safeguarding Children Board	Ongoing	Ongoing	H&W Board & others	100				

Outcome 3c Improved confidence and ability among trustees and senior managers to enter into collaborative working. Deliver training programme including training on setting up a consortium	1 training event, 8 participants	Support for Chinbrook Big Local partnership	15 people (12 orgs) at trustees event on Collaboration? Merge? Close? (also counted under outcome 1b)		1 training event, 8 participants	100				
VAL continues to support and develop current consortia including Lewisham Connections Consortium, Lewisham Mental Health Connection & Lewisham Infrastructure group	3 consortia	VAL supports Lewisham Local steering group; Lewisham Mental Health conference; Community Connections Steering group; Lewisham Connections Consortium; Local Infrastructure Group; Go On steering group.			3 consortia	100	3 consortia			
Outcome 4a VCS orgs are able to define their mission, vision and values and succinctly describe their work to funders and stakeholders Target: 5 orgs workshops / support	5 orgs			6 people (6 orgs) vision, mission & values session for newly elected CYP forum steering group + 2 orgs IAG	5 orgs	100				
Outcome 5a Establish Equalities Working Group and action plan, initial report to Safer Stronger Communities Select Committee, annual report to Stronger Communities Partnership Board.	Set up EWG action plan & report	7 orgs at Equalities meeting Sept	Equalities Working Group set up, action plan agreed, progress reported	15 people (10 orgs) at EWG Jan 9 people (8 orgs) EWG March EWG TOR agreed	Achieved <i>note 6</i>					

			to Safer Stronger Select Committee e. 9 people (8 orgs) at EWG Nov							
Outcome 5b. A better understanding is gained of the work that a range of specialist VCS orgs are doing to address inclusion, and the barriers and challenges they face as organisations				Presentations from EqualTeam and LDC and information exchange at EWG meetings	Achieved					
Outcome 5c. Recommendations based on evidence from the community ...to address inclusion of people from the protected categories are presented and endorsed by the Lewisham Infrastructure Group				Recommendations made to LBL re inequalities in Trans* community, 3rd party reporting/hate crime. Members of LIG participate in the EWG	Achieved					

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

Voluntary Action Lewisham has achieved all targets over the 2015/16 9 month monitoring period.

Have you achieved all of the wider outcomes outlined in the initial grant application?

These outcomes have been achieved and it is important to note that these targets were agreed by the Council.

However, there is agreement that broader and more challenging outcomes need to be set going forward and this is likely to require a major overhaul of the infrastructure 'offer' in the borough. Current outcomes and outputs have a strong focus on delivering training and workshops and it is suggested that a strategic infrastructure should be more than this.

This suggestion has been welcomed by the organisation and discussions have already begun to take place about how VAL might develop.

If no to either of the above:

N/A

What local support/evidence of need can you identify for the work you are undertaking?

The need for a strategic infrastructure organisation is widely recognised. Demand for services and user surveys demonstrate high levels of demand. However, the needs of the voluntary and community sector have changed and it will be important to capture a clearer picture of what those are going forward in order for the organisation to develop and provide services that meet those needs.

The Way Ahead report from London Funders has provided a general framework for this work and local elected members are exploring the local needs through evidence session at the Safer Stronger Communities Select Committee.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

The organisation will shortly be moving to new premises and there may be income generation opportunities that come with this.

Discussions have begun around the development of an entirely new approach to delivering infrastructure support. This is likely to involve the development of a new business model. At this stage it is not possible to be clear about any savings that might be made.

What alternative funding streams are you already pursuing?



It is likely that there will be funding available in relation to “The Way Ahead” a review of future of civil society infrastructure in London, VAL may be able to bid for this funding but it will not replace Council funding.

Are there any other funding streams that you can identify that the council can support you to access?

No funding streams of this nature have been identified but officers will provide support if this becomes necessary

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

Discussions have begun to take place around developing a new approach to providing infrastructure support to voluntary organisations in Lewisham. This may result in a merger of organisations or it may result in an entirely new organisation being formed by those organisations. Organisations that are currently involved in these discussions are:

- Voluntary Action Lewisham
- Volunteer Centre Lewisham
- Rushey Green Time Bank

At this stage it is likely that VAL and VCL will be involved in this initiative. RGT will continue to be part of the discussions but it is too early to say how things might develop

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

The organisations move to the Leemore Centre will provide opportunities for sharing resources but it is difficult to know whether this will deliver significant efficiencies.

What support might you need to move these suggestions forward?

Officers are already working closely with the organisation around this move.

### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

It is clear that a new approach to voluntary sector infrastructure support is necessary. These changes will be significant and will provide an opportunity to design services that fit within the new financial envelope available. The bringing together of organisations will also provide an opportunity for efficiencies to take place. It is therefore anticipated that there will be a positive impact on service delivery.

Have you modelled this cut and developed an action plan for its implementation?
Business modelling will take place as part of the service design process.

**Conclusion**

<b>Any other comments / areas discussed</b>

<b>Conclusion and recommendation</b>
<p>Voluntary Action Lewisham has met all of its output targets and outcomes but it has become clear that there is a need to review and redesign the way that voluntary sector infrastructure support is provided. Discussions have already begun to take place and there is already a commitment to bring together VAL and VCL to this end. These discussions need to be given adequate time to reach their conclusions.</p> <p>It is recommended that Voluntary Action Lewisham do not receive direct funding in its current form but that £210,000 is allocated to develop the infrastructure offer. This award consists of resources previously allocated to VAL and VCL with a 25% cut applied.</p> <p>This funding may increase if Rushey Green Timebank join the partnership.</p>

<b>Equalities groups disproportionately impacted by recommendations</b>			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:			
<p>The organisation is funded to provide generic services and so no equalities group will be disproportionately affected by the recommendation.</p>			

## Main Grants 2017-18 report

<b>Name of organisation</b>	Volunteer Centre Lewisham
<b>Date of meeting</b>	21 September 2016
<b>Names and positions of attendees</b>	James Atkins, Board Member Volunteer Centre Lewisham Fay Millen Director Volunteer Centre Lewisham James Lee, Head of Culture and Community Development Andy Thomas, Cultural Development Manager LBL

Group Name:	Total	Q1	Q2	Q3	Q4					
Total funding received 2015-16	£70,000	N/A	£23,333	£23,333	£23,333					
Total funding received 2016-17	£93,333	£23,333	£23,333	£23,333						
Outcomes	Deliver a more vibrant and connected volunteer workforce across the Borough. By; Members of the Volunteering Consortium funded to deliver volunteering activities. Regular contact and updates with organisations. To promote volunteers who want specific roles. To hold regular volunteering brokerage sessions across the borough, focussing on neighbourhoods and community groups. Advertise through VC Connect. Train volunteers as advisors. Attend a minimum of 8 events that connect to communities. Review all policies and practices within PQASSO									
Outputs:	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Q1	2016-17 Q2	% Achieved TD	
45 volunteer involving organisations engaging in Volunteer Managers Forum to improve support and understanding	45	7	13	13	33	73				
Average of 15 Volunteer Managers attend per meeting	15	7	13	13	11	73				
Workshop delivered at each meeting as identified by members		Developing role	Diversifying your volunteer base	Managing Challengi						

				ng behaviour					
To market and deliver 4 training sessions in volunteer management	4	0	1 Avoiding job replacement	5	6	150			
40 participants receive training in various aspects of volunteer management	40	0	11	17	28	70			
60 new volunteering roles developed and advertised	60	33	117	54	204	340			
4000 volunteer registrations 50% of which go on to volunteer (made up of below)	4000								
• 1000 through one to one appointments	1000	120	127	122	369	37			
• 500 through website registration	500	204	56	0	260	52			
• 300 Events	300	100	NA	52	152	51			
• 2200 VC Connect	2200	82	140	475	615	32			
Register to become a DBS Umbrella Company				received insufficient interest from Lewisham groups					
Achieve VCQA wave 4			Achieved	Complete					
Have PQASSO level 2 accredited				to carry over					

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

Volunteer Centre Lewisham has significantly under achieved against most targets over the 2015/16 9 month monitoring period. This is particularly but not exclusively in relation to volunteer recruitment.

Have you achieved all of the wider outcomes outlined in the initial grant application?

VCL has performed reasonably well in relation to support to other organisations but has not been able to address the key challenge of recruiting volunteers.

If no to either of the above:

There are some mitigating factors in relation to VCL's under achievement. It is true that the organisation has gone through significant changes in staffing levels during the past year due to funding from other sources coming to an end. However the organisation will have known and taken these changes into account when setting its targets.

The main reason for the under achievement seems to be a change in context affecting the way that people choose to volunteer. For example evidence seems to suggest that people have more direct contact with the organisation that they want to volunteer with rather than going through a broker. However, VCL has not been able to respond to this changing context adjusting the way that it works.

The organisation report that the drop in numbers of people coming forward to volunteer is also being experienced by other volunteer centres.

What local support/evidence of need can you identify for the work you are undertaking?

There is evidence that people are still choosing to volunteer but as noted above, the need for a broker appears to be less clear. More work needs to be done in identifying what role might be played as far as a strategic volunteering organisation is concerned but it appears that a more targeted approach could be the way forward, particularly working with communities that do not easily find their way into volunteering.

Most volunteering recruitment done by the organisation is now through VC Connect website which then connects individuals directly to the organisations that they would like to volunteer with. Some people require support in this process but there is limited involvement from VCL staff

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

It has not been possible to identify any ways of delivering significant savings. The organisation has experienced a large loss of income over the past few years which means that staffing is now at a minimal level.

What alternative funding streams are you already pursuing?

It has not been possible to identify any alternative funding streams.

Are there any other funding streams that you can identify that the council can support you to access?

### 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

Discussions have begun to take place around developing a new approach to providing infrastructure support to voluntary organisations in Lewisham – including support around volunteering. This may result in a merger of organisations or it may result in an entirely new organisation being formed by those organisations. Organisations that are currently involved in these discussions are:

- Volunteer Centre Lewisham
- Voluntary Action Lewisham
- Rushey Green Time Bank

At this stage it is likely that VAL and VCL will be involved in this initiative. RGT will continue to be part of the discussions but it is too early to say how things might develop

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

It is likely that the organisation has gone beyond the stage where sharing resources with other organisations will result in the necessary turn around in its performance.

What support might you need to move these suggestions forward?

Officers are currently working with the organisation to identify the best way forward.

### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

A pro rata cut is not relevant in relation to VCLs grant as the organisation has not met its targets in relation to outputs and outcomes.

It is recommended that VCL is not funded in 2017/18 or 2018/19 but the organisation is supported to work closely with others to develop a new volunteering/infrastructure offer to the borough.

A proportion of the funding previously awarded to VCL will be ringfenced for this offer.

Have you modelled this cut and developed an action plan for its implementation?

**Conclusion**

**Any other comments / areas discussed**

**Conclusion and recommendation**

VCL has not met its targets in relation to outputs and outcomes and it is therefore recommended that funding does not continue from 2017/18.

The strategic importance of volunteering continues to be recognised and so it is recommended that funding is ring-fenced to be part of the budget allocated to the new organisation that will deliver a redesigned voluntary sector infrastructure support offer.

**Equalities groups disproportionately impacted by recommendations**

Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:			

**Commentary and potential mitigations:**

The organisation works across the borough and with all parts of the community. There are no particular groups that would be disproportionately affected by a reduction in services.

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## Main Grants 2017-18 report

<b>Name of organisation</b>	<b>VSL</b>
<b>Date of meeting</b>	<b>20 September 2016</b>
<b>Names and positions of attendees</b>	<b>Val Fulcher, VSL Chair Lorna Taylor, VSL Trustee Evelyn Brady, VSL Chief Executive Stephen Oldfield, VSL Deputy Chief Executive James Lee, Head of Services, LBL Winston Castello, Community Enterprise Manager, LBL</b>

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Total funding received 2015-16	£73,650	N/A	£24,550	£24,550	£24,550
Total funding to be received 2016-17	<b>£98,200</b>	£24,550	£24,550	£24,550	£24,550

Outcomes	<p>1. Befriending Projects (VSL are delivering this project as members of the Community Connections Consortium)</p> <p>The aim of our service is to reduce isolation, promote community inclusion, helping people build links with their community and families, supporting people to be independent, reducing and/or delaying the need for people to access statutory services. This service is a fundamental and cost effective way of VSL helping to reduce the burden on statutory services. We see ourselves as active partners in helping to complement the needs of older adults requiring social care in Lewisham.</p> <p>We will offer a range of Befriending services including face to face befriending in service users own homes, telephone befriending, and email befriending.</p> <p>Volunteers will provide a listening ear, practical and emotional support to maintain and assist service users to do their shopping or enable them to do their own shopping, and will encourage independence.</p>
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N.B. Volunteer Befrienders also support our service users with:

/Escorting/Wheelchair Assistance/Shopping/DIY

## 2. Community Support Services – Lunch Club, School Helpers, Christmas Project

The aim of these community services is to provide volunteers who support and connect Lewisham residents with the Lewisham community, and promote emotional and social wellbeing.

### Lunch Club

The lunch club delivers practical support for the Grove Centre Lunch Club in Sydenham (vulnerable and isolated older adults and adults with disabilities).

These services promote partnership working, social inclusion, reduce isolation, making community connections and encouraging wellbeing.

### School Helpers

We have volunteers placed to support staff within the classroom, assisting with reading, art projects and school events. The outcome is improved literacy, opportunities to build relationships, and to promote emotional wellbeing.

## 3. Christmas Project

The VSL Christmas Project is a unique community project delivered by volunteers, coordinated by the VSL. This project supports isolated and vulnerable adults, older people, disadvantaged children and families.

This aim of this service is to promote social inclusion and make better connections between vulnerable and/or disadvantaged people at what can be for many a difficult time of year.

## 4. Group befriending

Group befriending activities enabling socially isolated older people to build relationships, promoting inclusion, and providing an alternative to mainstream day services. (e.g. arts and crafts, wellbeing workshops, social and educational activities) Group befriending activities enabling socially isolated older people to build relationships, promoting inclusion, and providing an alternative to mainstream day services. (e.g. arts and crafts, wellbeing workshops, social and educational activities)

## 5. Mentoring

6 week programmes re-enabling vulnerable adults to remain in their own homes by helping them achieve personal goals facilitating them to access their community services and activities. (E.g. accessing library and leisure centres, and assisting them to overcome their personal challenges, enabling people to lead fuller and more active lives. This project will help to reduce isolation, and provide an alternative to mainstream day services.

## 6. Flourishing Futures

Gardening activities to improve emotional wellbeing for vulnerable adults through volunteers working alongside service users to encourage vulnerable adults to access, utilise and enjoy their gardens, helping to build positive relationships with their neighbours and their local community.

<b>Outputs:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	2015-16 Total	% Achieved	2016-17 Target	2016-17 Q1	2016-17 Q2	% Achieved TD
<b>Befriending</b> - Recruit, train, place and support volunteers to maintain a bank of volunteers (minimum 70)	70	13 new	7 new	0	<b>Bank of 70 achieved</b>	100%	80	82		102%
Provide 100 matched placements	100	76	4	13	93	93%	100	91		91%
Achieve a minimum of 4,200 volunteering hours	4,200	1,250	2,800	2,800	6,850	165%	7,500	2184		116%
3 group support befriending activity meetings	3	2	1	0	3	100%	4	0		0% - first meeting took place in July
<b>Community Support</b> Recruit, train, place and support a minimum of 12 volunteers across the lunch club and schools	12	8	8	9	25	208%	12	9		75%
Achieve a minimum of 500 volunteer hours	500	230	103	167	500	100%	800	432		54%

Provide quarterly volunteer group support meetings, plus appropriate on-going induction, support and training	3	1	1	1	3	100%	4	1	25%
<b>Christmas Project</b> - Recruit 35 volunteers to collate goods and support the church in the provision of Christmas Day lunch	35	15	37	-		148%	35	0	Due to take place in Q3
Provide transport for Christmas Day lunch guests (10-15 volunteer drivers)	15	-	15	-	15	100%	15	0	
Achieve a minimum of 1,500 volunteering hours	1,500	-	1,500	-	1,500	100%	2000	0	
35 people attend pantomime							35	0	
80 people attend Christmas Day lunch	80	-	80	-	80	100%	80	0	
1800 people supported in total	1,800	-	2,100	-	2,100	116%	2000	0	
Raise a minimum of £10,000 from community fundraising and small grants	£10,000	-	£10,000	-	£10,000	100%	£10,000	£1,200	12%
Publicise project to potential referrers									Project publicity undertaken
Work with local schools, churches and businesses to secure goods and publicise and promote project									Promotion work undertaken
Aim to support a minimum of 20 agencies	20	6	54	-	60	300%	25	0	Due to take place in Q3
3 partnership meetings	3	1	2	1	4	133%	3	2	66%
<b>Group befriending</b> - Recruit, train and match 5 co-facilitators	5	0	0	5	5	100%	5	3	60%
Achieve a minimum of 20 volunteering hours – quarterly partnership meetings	20	0	0	20	20	100%	30	12	40%

<b>DIY and Gardening</b> -recruit, train, place and support volunteers to maintain a bank of volunteers (minimum 10)	10	<b>15</b>	0	0	15	<b>150%</b>	12	<b>12</b>		<b>100%</b>
Provide 20 matched placements	20	<b>51</b>	-	-	51	<b>255%</b>	<b>30</b>	<b>35</b>		<b>117%</b>
Achieve a minimum of 1000 volunteering hours	1000	1000	-	-	1000	<b>100%</b>	<b>1200</b>	<b>270</b>		<b>22%</b>

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

VSL operates in a number of key project areas. These are:

- Befriending
- Community support
- The Christmas Project
- Group Befriending
- The DIY and Gardening Project

The organisation performed well during the period under consideration. Its befriending recruitment and replacement targets were reached. Its targets for 4,200 volunteering hours were reached.

During the course of the year, a number of developments have taken place, including delivery in new parts of the borough, with a new befriending project established in Deptford. These projects have enabled individuals to discuss common concerns and provide peer support. The organisation's mentoring project provides befriending support. In total, the organisation engages over 200 volunteers across all its projects.

Have you achieved all of the wider outcomes outlined in the initial grant application?

The wider outcomes for this project include reducing isolation and promoting community cohesion, as well as helping people to build links with their families and communities. VSL works with over 200 volunteers. In a survey of service users of the befriending project, 84% of service users reported an increase in wellbeing through interaction with telephone/face to face befriending services.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

N/A

What local support/evidence of need can you identify for the work you are undertaking?

VSL's services respond to increasing community demand for the range of initiatives that they offer. For example, the ageing population has resulted in there now being over 27,000 people over the age of 65 in the London Borough of Lewisham. This figure is forecast to increase.

The organisation further works with disabilities and it is estimated that 14% of people of all ages in Lewisham have a disability or long term condition which affects their ability to carry out day to day activities.

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

VSL are due to move to the Leemore Centre and will look at opportunities for collaboration with other organisations, including Lewisham Community Transport Scheme. The organisation is also seeking sponsorship of its Christmas Project and is having a trustees and staff planning day in November.

What alternative funding streams are you already pursuing?

The organisation is developing its fundraising strategy and has a professional fundraiser as one of its trustees. It is currently undertaking a review of potential fundraising applications. It currently receives funding from a number of grant aid organisations, including £35,000 from SLAM. It has also recently received funding to support its volunteer recruitment and training functions.

Are there any other funding streams that you can identify that the council can support you to access?

Once the organisation has developed a fundraising strategy it will discuss this further with Lewisham officers.

## 3. Work with groups to consider mergers or asset sharing

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

The organisation is due to move to the Leemore Community Hub. However, it is still negotiating the likely cost of the move as well as the rental for the premises.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

The organisation currently works with a wide range of partners, particularly on its Christmas Project. It also has a wide range of churches with which it works as part of its befriending support. VSL is also a partner in Community Connections and hosts one of the community facilitators.

Other areas of expertise that it hopes to build on include its recruitment and training of volunteers for partner organisations.

What support might you need to move these suggestions forward?

The organisation is looking to market its qualification training for volunteers and hopes to work closely with Voluntary Action Lewisham in developing this.

#### 4. Pro-rata reductions across all groups

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

The organisation feels that the most likely scenario involves the reduction of staff hours. However, before making decisions, they would analyse the potential impact on service delivery and would aim to reduce any impact on service delivery.

Have you modelled this cut and developed an action plan for its implementation?

The organisation plans to model the cut following its staff and trustee away-day in November.

#### Conclusion

##### Any other comments / areas discussed

The organisation feels that its development work with volunteers has great potential in terms of training and volunteer support.

##### Conclusion and recommendation

VSL has achieved its output targets and also contributes to a number of key outcomes for older residents.

**A pro rata cut in funding is recommended.**

##### Equalities groups disproportionately impacted by recommendations

Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:	X	Sexual orientation:	
Disability:		Gender reassignment:	
Religion / Belief:			

##### Commentary and potential mitigations:

A majority of VSL's service users are over 65. A reduction in services would be likely to have a disproportionately adverse effect on this group. The organisation will aim to mitigate the impact of this by working more closely with other service providers in this area, particularly Community Connections.





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## Main Grants 2017-18 report

<b>Name of organisation</b>	<b>Wheels for Wellbeing</b>
<b>Date of meeting</b>	<b>01/09/16</b>
<b>Names and positions of attendees</b>	<b>Isabelle Clement</b> - Wheels for Wellbeing, Director <b>David Strong</b> – Wheels for Wellbeing, Treasurer <b>Petra Marshall</b> – Community Resources Manager, London Borough of Lewisham <b>Maya Onyett</b> - Volunteering and Cultural Participation Manager, London Borough of Lewisham

<b>Group Name:</b>	<b>Total</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>					
Total funding received 2015-16	£25,600	N/A	£8,534	£8,533	£8,533					
Total funding to be received 2016-17	<b>£34,133</b>	£8,534	£8,533	£8,533						
<b>Outcomes</b>	<b>Support</b>									
	Disabled adults in Lewisham show:									
	- Improved mental wellbeing									
	- Improved physical wellbeing									
	- Improved social inclusion									
	Public health service providers in Lewisham are aware of inclusive cycling provision and its benefits.									
	More disabled people take up cycling, whether for sport, health, leisure or transport.									
	Disabled people are empowered to become more active – for work, within their local community, with friends.									
<b>Outputs:</b>	2015-16 Target	2015-16 Q2	2015-16 Q3	2015-16 Q4	<b>2015-16 Total</b>	<b>% Achieved</b>	2016-17 Target	2016-17 Q1	2016-17 Q2	<b>% Achieved TD</b>
36 weekly cycling sessions delivered	36	13	11	12	<b>36</b>	<b>100</b>	48	12		<b>25%</b>

4 x outreach cycle discovery sessions delivered	4	3	0	2	5	125	3	1		33.3%
WfW to make contact with Lewisham CCG.	1	0	1	0	1	100	N/A	N/A		N/A
Ensure >4 GP surgeries to contain information on inclusive cycling opportunities	4	0	2	2	4	100	4	1		25%
Deliver 4 inclusive family-friendly cycling sessions	4	3	0	1	4	100	4	1		25%

## 1. Remove funding from under-performing groups/those performing least well

Have you achieved at least 90% of the agreed reporting outputs and outcomes in all quarters since the start of the programme?

Wheels for Wellbeing (W4W) have met or exceeded all five of their output targets. Since July 2015, they have delivered discovery (outreach) sessions to the following organisations:

- Lewisham Stroke Club
- Down's Friendship and Creativity Group
- South East London Vision
- Lewisham Mindcare
- Ackroyd Community Centre

Regular weekly Tuesday sessions – Ladywell Sports Hall - April – August 2016:

- 108 unique participants
- An average of 17 participants per session

Have you achieved all of the wider outcomes outlined in the initial grant application?

The organisation has achieved all of the wider outcomes. These are specifically that disabled adults in Lewisham show:

- Improved mental wellbeing
- Improved physical wellbeing
- Improved social inclusion

The organisation's weekly cycling sessions and outreach sessions have led to improvements in mental and physical wellbeing, as well as in social inclusion for participants. At the sessions participants get access to an inclusive form of physical activity, thus improving physical health. Physical activity has also been shown to improve mental health. The sessions also provide an opportunity for people to socialise with people across ages and impairment groups.

Leonard, one of the participants, says:

"I've been coming to the session around 10 months, my favourite is the green tricycle. I didn't do much exercise before. I use a few cycles in the same session- the tricycle and the handcycle. The handcycle gives my arms a bit of exercise. They don't normally get much. And the tricycle gives my legs a bit of exercise. It's made a difference to me because they're stuck in the mobility scooter the rest of the time. It gets them moving, gets them pumping. It's woken them up. When I stand up, it's easier to balance and they've got a bit of life back in them." (May 2016)

The discovery (outreach) sessions have enabled W4W to target support for particular groups (e.g. Stroke Club Lewisham) and reach some of the least active people in the borough.

Fred, a supporter for some of their participants, says:

"We bring four service users to the session. They enjoy it. Even if they can't communicate there and then, they do show that they enjoy when you are riding them around or they are

pedalling, and they get exercise. We think it's benefitting them, which is why we come every week. Fitness wise, those who can pedal, it gets their legs moving. And for others, it gives them fresh air. We sometimes go outside in the park. The ones with the ramp and the tricycles are especially popular. Their facial expressions show they enjoy the sessions. Although they do other things, they do not have other opportunities to be as involved and active." (May 2016)

Public health service providers in Lewisham are aware of inclusive cycling provision and its benefits. The organisation has also worked to promote the benefits of the sessions to local GPs. They recently had a stall in South Lewisham Group Practice. This enabled them to speak to local people and promote the benefits their session, and answer any questions first hand. They were also able to form relationships with surgery staff, and leave leaflets in the surgery.

If no to either of the above:

- what are the mitigating factors?
- what plans are in place for improving performance?
- what progress has been made against actions agreed with your Development Officer?

N/A

What local support/evidence of need can you identify for the work you are undertaking?

- 17% of disabled people aged 16 years and over played sport once a week (30 minutes, moderate intensity) compared to 36.1% for the general population over 16 years. (Sport England Active People Survey 10 April 2015 – March 2016)
- Individuals with impairments are least likely to cycle and more likely to experience further health problems (NICE, 2014). Through discovering and practicing cycling, individuals experience increased physical and mental wellbeing. They also gain a skill which improves access to local communities, opportunities for friendship and for greener living. Families with disabled members can also spend active leisure time together.
- 14% of the Lewisham's residents identify that they are limited in carrying out day to day activities. The borough has a population where the number of older adults is expected to grow which will increase likelihood of dementia, diabetes and similar illness. Lewisham also has a higher prevalence of mental health illness, circulatory disease and cancer compared to most London boroughs, as well as lower average life expectancy.

Lewisham's Health and Wellbeing Strategy (2013) highlights the following:

- Obesity levels of 33% in Lewisham adults and 40% in children (age 10-11 years)
- 19.8% of adults suffer mental health illness
- Diabetes diagnosis set to rise to 23%
- Chronic Obstructive Pulmonary Disease is the 3rd leading cause of death in Lewisham
- A current reduction in the 'enablement' of Lewisham residents

- Cycling is a non-weight bearing activity that can engage people of all ages (Health on Wheels, 2006).
- Regular cycling opportunities provide not only physical health benefits (reduced risk of cardio-vascular health problems - NICE, 2013) but also improved mental health by stimulating the brain through exercise (PHE, 2014).
- Young males with mental health issues or learning disability are at greater risk of poor physical health, unemployment, crime and isolation (Centre for Mental Health, 2010).
- Increased physical exercise (Mental Health Foundation, 2013) and 'meaningful daytime activity' (Royal College of Nursing, 2007) through regular cycling can make noticeable differences to people's mental health.

W4W activities in Lewisham help meet 4 of the main priority areas of Lewisham's Health and Wellbeing Strategy (2013).

1. Achieving a healthy weight
  2. Improving mental health and wellbeing
  3. Delaying and reducing the need for long term care and support
  4. Reducing the number of emergency admissions for people with long term conditions
- Locally, since 2013 the organisation has carried out a specific outreach and consultation programme to establish the need and demand for services such as theirs. This has been done through presentations and outreach sessions.
  - The organisation has engaged with day and care centres, the Down Syndrome Family Group, South London and Maudsley Hospital NHS Trust, Lewisham Stroke group, local schools and local residents. They have had particular success in engaging those with Dementia and long term disability, people who are least likely to be active, people regularly utilising statutory services and at risk of isolation. Their sessions have been able to provide activities and care to complement other services and allowed them to gather evidence to show those that believe they cannot be active that they can experience cycling themselves.
  - 101 individuals cycled with the organisation on 781 occasions at Ladywell Sports Hall 2015 – 2016 (received Lewisham funding July 2015). 108 individuals cycled with them at Ladywell Sports Hall April – August 2016.

Wheels for Wellbeing have also helped meet some of the short term priorities for action identified in the Lewisham Health and Wellbeing Strategy draft refresh (2015-2018) including:

**i. To shift the focus of action and resources to preventing ill health and promoting independence**

- Inactive people are 3 times more likely to be depressed or overweight. Activity can positively effect and prevent dementia and reduce risk of diabetes by 30-40%. (PHE, 2014)
- Independence - Sessions provide disabled participants with a mode of movement under one's own steam and a degree of independence that many might not otherwise have. Independence is further fostered by cycling as it provides disabled people with options for mobility aids and transport.

**ii. Supporting our communities and families to become healthier and more resilient, which will include addressing the wider determinants of health.**

- Thomas Gotschi et al concluded that benefits from cycling-related physical activity include improved life expectancy, cardiovascular fitness, healthy body weight and independent mobility, and are worth pursuing. Their inclusive cycling programme extend this to a wider audience than standard sport programmes.
- People of all ages attend their sessions, including non-disabled siblings and other family members. In this way the sessions are a chance for the whole family to get healthier and maximise their life chances.
- One of the most significant inequalities in physical activity is for people living with disabilities and long term health conditions (Public Health England, July 2016)

## 2. Negotiate reductions and seek alternative funding streams

Are there any proposals that you can put forward that will deliver significant saving against current expenditure? This can include capital investment to change your delivery/business model.

The organisation has not been able to identify any current opportunities but will continue to explore any ways that saving can be made.

What alternative funding streams are you already pursuing?

The top priority for the organisation is to secure alternative funding streams for these sessions including grants, corporate fundraising, events and community fundraising.

Wheels for Wellbeing have been in contact with Lewisham CCG to promote the health benefits of inclusive cycling. They also made contact with Eyvonne Brown, Project Manager at Lewisham Council, who works closely with the CCG in efforts to integrate health and social care. The council and CCG are currently looking at developing a new falls pathway in partnership. There is a potential role for Wheels for Wellbeing here, in supporting people to recover after they have had a fall, and also to build people's strength and prevent a fall. Eyvonne came to one of their sessions to meet with the Director Isabelle Clement. They look forward to working closely with both the council and the CCG on this piece of work

W4W have now secured Transport for London funding for 14 kids' sessions in Lewisham over the next two years. This will help grow their provision for disabled children in the borough. They are also starting to look for funding opportunities for the Lewisham session after the Council grant comes to an end.

Are there any other funding streams that you can identify that the council can support you to access?

W4W would welcome any advice Lewisham Council could provide around the following:

- Health funding from Lewisham Clinical Commissioning Group, Lewisham and Greenwich NHS Trust, Lewisham Healthcare NHS Trust
- Lewisham Local Assemblies Funding
- Short breaks for disabled children
- Exploring opportunities for clients on personal budgets (restructure their charging)

Officers are working with W4W to ensure these links are in place.



3. **Work with groups to consider mergers or asset sharing**

Are there any organisations doing similar work to you in the borough who you may consider sharing resources or merging with? Who have you considered/approached?

No other providers are currently doing similar work. Other sites (Greenwich / Dulwich are nearest) are too far for people to travel to. W4W feel they are good at collaborations but the services they provide are unique.

Are there other groups in the local area that you could share resources with even if they are delivering a different type of service? Again, who have you considered/approached?

Because of the nature of the organisation which is focussed on very specific activities it is difficult to see where resources could be shared

What support might you need to move these suggestions forward?

The organisation does not currently need any support around these issues but will approach the Council for support if this becomes necessary.

4. **Pro-rata reductions across all groups**

What would a 25% cut in your grants look like in service delivery terms? What are the wider impacts?

Sessions are based on unit cost and the organisation believes that there is no good way to reduce the programme but will have to adapt.

It is likely that a 25% cut to funding would mean a reduction in the number of sessions across the year (perhaps taking a longer break in the winter). This would affect people's health and fitness as W4W cycling is often their only opportunity to be physically active. The biggest impact will be on the clients of the Dementia Unit this would mean starting again from scratch as far as acclimatising to the idea of cycling, after a long break. Some may stop cycling altogether.

W4W would also no longer be able to deliver discovery (outreach) sessions, which are effective at engaging the hardest to reach groups who are less suited to their busier sessions. This would have a negative impact across all outcomes.

Have you modelled this cut and developed an action plan for its implementation?

The organisation has modelled the cut as follows:  
Reduce service levels (reduce winter sessions & run NO discovery sessions)  
Run 43 instead of 48 session saves £2,810  
Run NO discovery sessions saves £5,804  
Total: £8,614

## Conclusion

<b>Any other comments / areas discussed</b>

<b>Conclusion and recommendation</b>
The organisation is performing well and achieving all outputs and outcomes. Alternative funding opportunities are being explored but will not replace Lewisham grant funding. There are no current opportunities to save money through increased partnership or mergers. <b>It is recommended that Wheels for Wellbeing receive a pro-rata cut.</b>

<b>Equalities groups disproportionately impacted by recommendations</b>			
Ethnicity:		Pregnancy / Maternity:	
Gender:		Marriage & Civil Partnerships:	
Age:		Sexual orientation:	
Disability:	X	Gender reassignment:	
Religion / Belief:			
<b>Commentary and potential mitigations:</b>			
The organisation provides services to disabled people and this group will therefore be disproportionately impacted by the recommendation. There are no clear ways to mitigate against the impact of the cuts but officers will work with the organisation to explore ways in which this might be done.			