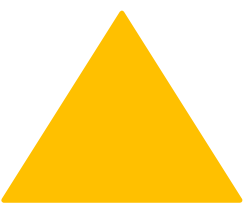


<b>Organisation Name Clean Sheet</b>	
<b>Grant Details:</b> Total Grant: £60,000 Amount funded to date: £60,000 Amount remaining: £0 Start date: 01/05/2019 End date: 30/04/2022 Date of Report: 30/04/2022	
<b>Grant Summary:</b> To increase staff capacity to expand the number of ex-offenders that can be supported into employment	

<b>Organisation name</b>			
Clean Sheet			
<b>Grant start date</b>		<b>Grant reference (see grant letter)</b>	
1 May 2019		2018-11-R009	
<b>Reporting period start date</b>		<b>Reporting period end date</b>	
1 May 2021		30 April 2022	
<b>1. What was the first expected key achievement?</b>			
To establish partnerships with Police and Crime Commissioners – to deliver services that contribute to a reduction in reoffending			
<b>Measures for this achievement</b>		<b>Target date</b>	<b>Progress towards these measures</b>
1a.	Target of five PCC areas	By the end of the grant period	<p>We are delighted to have made progress in this area but this has been the most challenging area to achieve. In our progress reports in 2021, we suggested a revised target of 2-3 PCC areas which we have now achieved.</p> <p>We have two partnerships in place:</p> <ol style="list-style-type: none"> <li>1. Surrey PCC – we successfully maintained our relationship with them and secured a new partnership in 2020 to support 40 people with convictions in Surrey.</li> <li>2. Sussex PCC – we are delighted that our recent funding bid was successful and we now have a partnership with Sussex PCC</li> </ol> <p>In addition, we are awaiting the outcome of a bid to the Essex PCC (decision in May 2022). Our application</p>

			<p>received endorsements from several community safety partnerships and we are hopeful that this will progress into a new PCC area.</p> <p>The focus on PCC engagement during the funded period was impacted by a number of key operational factors during the funded period:</p> <ol style="list-style-type: none"> <li>1. The transition into the Langley House Trust Group in 2019. This required a significant amount of focus, energy and effort which meant that we focused on maintaining our existing relationship with the Surrey PCC rather than pursuing new relationships in 2019.</li> <li>2. Experiencing a dip in Member outcomes at the beginning of 2020 (pre-Covid) – as a result, we started to review our operational practices to see what changes we needed to make</li> <li>3. The impact of Covid – we spent a considerable amount of time and effort putting in place changes to try and mitigate the impact of Covid. This included revising our Member management approach, strengthening our Membership Module (work readiness tool) and rolling out training to the team. In addition, we worked on revising our employer registration form and introducing a paid partnership model with employers. We had previously researched a number of PCCs that we could apply to but by the time we had completed the activity to mitigate the impact of Covid, some of the PCCs were no longer accepting applications and some of their focus areas didn't match with our area of delivery. However, we continued to undertake research into PCCs that we could approach</li> <li>4. The re-election of PCCs (May 2021) – this meant that PCCs paused their funding applications in the run-up to the elections and for a period afterwards. We undertook research to see which PCCs we could connect to who aligned with our goals</li> </ol> <p>More recently (late 2021), we have had meetings/interactions with other PCC offices to try and establish a connection (e.g. Bedfordshire, Kent, Stafford and Suffolk). We will continue to apply for PCC funding and approach new PCC areas.</p>
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<b>2. What was the second expected key achievement?</b>			
To increase relationships and engage with employers that will actively employ people with convictions			
<b>Measures for this achievement</b>	<b>Target date</b>	<b>Progress towards these measures</b>	
2a.	<p>Revised target of 75 new employers (with stretch of 100)</p> <p>Target revised as of June 2020 because of personnel and organisation structure changes plus the impact of Covid</p>	By the end of the grant period	<p>The transition into the Langley Group and the impact of Covid had a significant impact on our ability to engage with employers initially.</p> <p>As highlighted previously, when the Triangle Trust application was put together, there were two members of staff focused on bringing new employers on board. In 2018-2019 (pre the Triangle Trust grant period) they had brought on 46 new employers. This influenced the original target of 300 employers. However, subsequently, one of those team members left and as 2019 progressed, Clean Sheet became part of the Langley Group which required the other team member to focus on the transition (with a sustained focus on this for about six months). Both events diverted time and energy away from being able to focus on onboarding new employers.</p> <p>When a Chief Operating Officer was appointed in September 2019 (after the incumbent CEO retired), they focused on developing a paid partnership model that Clean Sheet could use to engage with employers. This had just started to be launched in March 2020 when the Covid pandemic hit. Many employers stopped recruiting and/or put staff on the furlough scheme. This also impacted our ability to engage with employers.</p> <p>Consequently, we requested a revision of the target to 75 new employers with a stretch of 100. We are absolutely delighted that we had met this target by the end of April 2021.</p> <p>Over the three years we have now:</p> <ul style="list-style-type: none"> <li>• Directly onboarded employers to our Employers Directory: Year 1: 7; Year 2: 8 (including two who signed up under our paid partnership model); Year 3: 11 (including five who signed up under our paid partnership model)</li> <li>• Set up strategic partnerships with organisations that provided access for our members to employers willing to recruit people with</li> </ul>

			<p>convictions (25-70+ employers offering roles within construction, distribution, and steelworks)</p> <p>We had recruited a part-time Employer Engagement Officer in 2021 to actively research and engage with new employers. However, they moved on from the organisation within a few months to pursue a full-time role to fulfil their financial commitments. We are now in the process of re-recruiting for this role. The Employer Engagement Officer will be instrumental in helping to develop our Employers Directory. We have also implemented a set of employer communications to help with employer engagement.</p>
<b>3. What was the third expected key achievement?</b>			
To deliver contracted services for Government bodies, such as DWP and MoJ			
<b>Measures for this achievement</b>		<b>Target date</b>	<b>Progress towards these measures</b>
3a.	Target of two contracts to support people with convictions into employment	By the end of the grant period	<p>We are delighted to have over-achieved on this target – we have secured four contracts with Government bodies to support people with convictions into employment. We have also secured two contracts with two privately-run prisons. We are particularly pleased to have over-achieved on this target as during the height of the Covid pandemic (2020) prisons stopped commissioning and several areas of Government procurement were put on hold.</p> <p>Contracts with government bodies:</p> <ul style="list-style-type: none"> <li>• Contract 1: contract with the Department of Work and Pensions (DWP) in June 2019. We ran a 1-year pilot (New Life Project) to provide mentoring support to 24 men coming from HMP Norwich to secure employment and housing</li> <li>• Contract 2: contract with the Ministry of Justice (MoJ) in March 2021 to work with a prison and a probation area in Wales to provide employment support to 20 men with convictions</li> <li>• Contract 3: contract with HMP Hewell in July 2021 to provide employment support to 20 men with convictions, including a self-directed learning programme in prison, plus employment support post-release</li> <li>• Contract 4: contract with HMP Stafford in September 2021 to provide employment support post-release to 60 men with convictions</li> </ul>

			<p>Contracts with privately-run prisons:</p> <ul style="list-style-type: none"> <li>• Contract with HMP Thameside in November 2021 (privately run prison) – to provide employment support post-release to 99 men with convictions</li> <li>• New three-year prison contract with a privately run prison (starting from 2023) as part of a Langley Group sub-contract bid to provide in-prison employment support, plus employment support post-release</li> </ul>
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**4. Optional – please detail any additional expected achievements you would like us to know about.**

We have had some significant achievements during this grant period, despite the impact of Covid.

- During the funded period (1<sup>st</sup> May 2019 – 30<sup>th</sup> April 2022) we helped at least 822 people with convictions to find work or work-related training (690 into work and 132 into training). This is a significant result, and we are thrilled to have had a positive impact on so many lives (we have enclosed some quotes from our Members below)
- We were shortlisted for the Robin Corbett prisoner reintegration award in 2019
- We were awarded the Queen’s Award for Enterprise in April 2022. We were recognised for excellence in promoting opportunity through social mobility. The Queen’s Awards for Enterprise are the most prestigious business awards in the country, and we are delighted to have won this award. Some links to articles are enclosed here:

[Queen’s Award | Clean Sheet](#)

[Host of businesses fly flag for West Midlands in 2022 Queen’s Awards | TheBusinessDesk.com](#)

[Queen’s Awards for Enterprise 2022 - read about all the West Midlands winners - Genesis Radio Birmingham](#)

We have enclosed a selection of Member quotes below and have also attached two case studies with this report.

*“You could save somebody’s life with that first phone call – it might be the only happiness someone coming out of prison has heard for a long time. For some, getting out of prison is more like the end of their life than the beginning. You gave me hope. I’m so grateful. Thank you.”*

*“For me, Clean Sheet was invaluable... [they] taught me to focus on what I can do now, and in the future, rather than worrying or fixating on past errors.*

*“I found everyone I spoke to very compassionate and caring, and non-judgmental of my past. The regular contact and check-ups were really good. The support provided and encouragement given were the best thing, you guys listen.*

*“There were times where I thought ‘what’s the point?’, but my Employment Team Adviser was really good, the fact that there was a person there to talk to really helped. I wanted to*

*rebuild my life and ended up moving to a new city which was really lonely. Having someone there to help you and make sure you know there are options there made a big difference.”*

*“Clean Sheet helped me by ringing or emailing me every fortnight or so, seeing how I was getting on with my job search. This helped because I would sometimes feel down with the amount of vacancies I was applying for, and the Clean Sheet phone call or email was just what I needed to help pick me back up and encouraged me to carry on with what I was doing.”*

**5. If the success of your strategic plan submitted during the application process is dependent on your organisation obtaining income in addition to the Triangle Trust grant from other sources during the grant period, please summarise total additional income you expect to achieve each year.**

**This can be presented as a total figure for each grant year or as a total figure for each financial year that covers the grant period – whichever works best for you. The total figure should include all income sources eg. Trading, contract, grant etc.**

	Start date of year	Total additional income		
		Expected at start of grant	Reforecast	Received to date
Year 1	2019-20	£182,990	£	£194,036
Year 2	2020-21	£208,039	£	£279,822
Year 3	2021-22	£242,480	£	£239,326
Year 4 (if required)	N/A	£N/A	£N/A	£N/A

**Please explain how these figures relate to the budget submitted for the grant and any assumptions made. Please answer in no more than 150 words.**

Over the grant funded period, we anticipated funding coming from:

- Partner fees
- Sponsorship
- Donations
- Employer contributions
- Grants

Our actual funding came from:

- Prison/partner fees
- Donations/appeals
- Employer contributions
- Grants
- Langley House Trust Group investment

We have faced various income challenges over the grant funded period. Covid had a significant impact in 2020 as prisons and community partners stopped commissioning and some employers also furloughed staff or closed sites. In the last financial year (2021-2022) there were some performance issues with the Group Head of Fundraising which only came to light after they left in autumn 2021. As a result, they did not fulfil their grant funding obligations which resulted in Clean Sheet having a much greater reliance on Langley Group support. The funding from the Triangle Trust has been a mainstay during this time. The Langley Group investment has also been central to Clean Sheet’s sustainability during the funded period.

**6. Has any aspect of the grant delivery not progressed as expected and have any subsequent changes been made?**

Two areas of grant delivery have not progressed as expected, as highlighted in the answers to questions 1a and 1b which we have summarised below:

1. PCC engagement – we have made progress in this area but our capacity to engage with PCCs was impacted by major operational and environmental changes (e.g. the transition into the Langley Group and the impact of the Covid pandemic). Despite this, we have now secured work with two PCC areas (Surrey and Sussex). We are awaiting a decision on a third PCC area (Essex). We have also engaged with other PCC offices (e.g. Bedfordshire, Kent, Stafford and Suffolk). We will continue to apply for funding from PCCs
2. Employer engagement – the focus and energy required for this was initially affected by the transition into the Langley Group and the impact of the Covid pandemic, which resulted in revising the target around employer engagement in June 2020. We were delighted to have met the revised target by April 2021 and we are continuing to engage with employers. We are recruiting a new Employer Engagement Officer who will play an instrumental role going forward in helping to connect with new employers.

**7. Do the expected results of the grant remain the same or have they changed? If they have changed, tell us why and detail what you now feel is achievable.**

The expected results of the grant remain broadly the same, in line with the comments outlined above.

We have not fully met the first key achievement (establishing partnerships with five PCCs) but we have made good progress towards this and now have partnerships in place with two PCC areas. We are hopeful that another PCC area will be achieved in May 2022. We will continue to bid for PCC funding and seek to set up partnerships in new areas.

We have met the second key achievement (engaging with 75 new employers, with a stretch of 100), through direct onboarding of employers, as well as establishing strategic partnerships with organisations that provide access for our members to employers willing to recruit people with convictions.

We have over-achieved on the third key achievement (to deliver two contracted services for Government bodies) and have secured four contracts with Government bodies. We have also secured two contracts with two privately-run prisons.

**8. Is there anything you have not included elsewhere in the report that you feel we should know? E.g. you might have some wider reflections about the impact of the grant overall both within your organisation and beyond**

The Triangle Trust grant was instrumental in ensuring our sustainability, business operation and development activity during the first funded year and has been a key mainstay throughout the rest of the funded period. The fact that Clean Sheet had secured grant income from the Triangle Trust was a positive factor for the Langley Group and favourably influenced their decision to take Clean Sheet on board. The grant has also provided Clean Sheet with much-needed financial stability during the past couple of years where income generation has been impacted negatively by the Covid pandemic and some unforeseen factors (e.g. under-performance in the Langley Group Head of Fundraising).

We are grateful for the detailed and thorough feedback on the progress reports that we received from Victoria Southwell. We are also grateful for the link to the Cranfield Trust and their support.

**9. Please email us a copy of your latest annual report and full accounts independently examined by a qualified accountant covering the last 12 months (if you have not already sent them).**

NB – we have emailed a copy of our accounts for 2020-2021. The 2021-2022 accounts will be finalised in July 2022.

**Date Completed**

29<sup>th</sup> April 2022