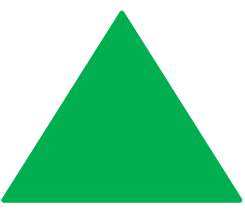


<b>Organisation Name: The Turnaround Project</b>	
<b>Grant Details:</b> Total Grant: £80,000 Amount funded to date: £80,000 Amount remaining: £0 Start date: 01/04/2019 End date: 31/03/2022 Date of Report: 09/05/2022	
<b>Grant Summary:</b> To provide core funding during the start-up phase of a ground maintenance social enterprise, providing training and employment to offenders and ex-offenders.	

<b>Organisation name</b>	
The Turnaround Project	
<b>Grant start date</b>	<b>Grant reference (see grant letter)</b>
April 2019	2018-11-R044
<b>Reporting period start date</b>	<b>Reporting period end date</b>
1 April 2020	31 March 2022
<b>1. What is the first expected key achievement?</b>	
Increase in the number of people who are able to participate as trainees / employees within 'Outwork' grounds maintenance enterprise.	
<b>Measures for this achievement</b>	<b>Target date</b>
1a. 6 participants pre-release, and 9 participants post-release in Year 1	By end 2019/20
<b>Progress towards these measures</b>	
We worked with 8 people pre-release in 19/20. Five young men and women undertook trainee work on day release from Hydebank and worked at Belfast International Airport, or Alpha Housing at different times. All five completed their sentence and were employed with us for their six months transitional placement. Three more who had, or were, serving their sentence in the community were also employed with us at the end of the year. They were recruited through the Probation Board. One of these individuals has progressed with our organisation in that we have employed him as a Supervisor's Assistant. He told his story to the Belfast Telegraph which was published in April 2021 and as a result we received	

			telephone calls from individuals wishing to volunteer to support us with our work.
1b.	9 participants pre-release, and 9 participants post-release in Year 2	By end 2020/21	<p>We worked with 9 people in 20/21 but due to Covid restrictions there were two breaks in their employment when we had to furlough them. Coaching continued throughout, including mental health support for those on furlough where we saw anxiety increasing dramatically amongst our transitional staff.</p> <p>Only 60% have been able to complete their full 12-month placement. Sadly, last year saw one individual attempted to take their own life and one need to pause their employment with us whilst they checked into a recovery centre. On the positive, that person has grown in confidence and wellness and some of that must be because of the coaching and intense support one of our volunteer personal trainers has been providing her, and we hope she will be well enough to re-join us this year. Of the 9, our coach reported that 88% have built increased work capital (encompassing a mixture of practical and logistical issues as well as life-skills and training). It should be noted that because of lock down the Prison Service have stopped all day release activity so only 2 individuals worked with us pre-release. The rest were employed with us from the community rather than working with us pre-release, which meant us creating new ways of working with NIACRO and Probation and new risk assessment and recruitment processes. We should also say that of the 9 that we employed, one had been long term unemployed but did not have a criminal record. The reason for recruiting him was because due to lock down we could not train our transitional staff in using spray equipment. He already had this qualification and we needed someone with that qualification to fulfil our contract. We should also highlight that we recently had our first person returned to the criminal justice system for breach of his license conditions (failing to return to his hostel accommodation). But given the scale of the challenges that he was facing, including the impact of a prolonged prison sentence before the age of 25, a history of family paramilitary involvement, paramilitary intimidation forcing him to flee his family home within weeks of release from prison, and pressure to continue to participate in organised crime) we consider that only a breach of license conditions is an indication of some success, rather than failure. Indeed, the experience of supporting that individual on his journey has reinforced, rather than diminished, our belief in the need for our long-term approach to supporting sustainable change.</p> <p>We have 14 people on our waiting list but had to pause the waiting list during Dec-Feb because Covid restrictions meant we had to reduce the numbers in our vans and could only take a smaller number of individuals at a time to ensure we</p>

			were working in small bubbles. We have just secured a new contract and have been offered a donated van so we are speaking to 9 people to take them off the waiting list for 21/22 and will resume the waiting list going into the new year.
1c.	9 participants pre-release, and 9 participants post-release in Year 3	By end 2021/22	<p>Due to continuing covid restrictions in the prison and the current suspension of day release we have not recruited anyone pre-release. All our recruits are either post release or are those serving sentences in the community.</p> <p>Due to covid we had extended a few people's period of employment longer than we had anticipated but in the second half of the year started moving these individuals on into conventional employment.</p> <p>Over the course of the year, we had 20 new people go through our initial process with 12 going for a taster day out on the van. Of these we employed 9 in Outwork, 1 in another organisation (whilst we still coached them) and 3 in Big Loop. We lost 2 of the 13 to being recalled into the criminal justice system, 1 to long term sickness and 2 decided not to finish the programme because they were not ready to tackle their substance misuse.</p> <p>To give you an indication of the issues many of these young men face, one is under continual threat of paramilitary intimidation has been moved house and was recently violently beaten but has through it continued his employment with us. Another has had suicide ideations and is coping with the aftermath of the mother of his child taking her life, another of someone else taking his partners life. The stories of mental health challenges, substance misuse challenges and housing challenges go on and on.</p> <p>The numbers do not do the stories of strength and resilience of the young people working with us justice. The 2 individuals that we moved into conventional employment has given us as much cause for celebration as the young man who yesterday declared (after 10 months with us) 'I would have been dead if it weren't for you'.</p>

<b>2. What is the second expected key achievement?</b>			
Engagement of teams of community volunteers in providing pro-social support networks for participants in the Turnaround Programme.			
<b>Measures for this achievement</b>		<b>Target date</b>	<b>Progress towards these measures</b>
2a.	15 community volunteers in Year 1	By end 2019/20	We engaged over 20 students from Queens University Belfast and Belfast Metropolitan College during 19/20 to work with us and with students from Hydebank Secure College on

			<p>discreet projects. To give you an example, Big Loop Bikes was set up during one these types of social innovation, co-design projects due to the shared passion those from Hydebank and QUB had for bikes.</p> <p>However we did not reach the target in terms of the type of 'groups of support' volunteering we had envisaged (we notified Triangle that we had decided not to develop or use the term 'Circles of Support' as it was causing confusion for the existing 'Circle UK' organisation). We did however recruit the volunteer that has taken the role to set up and deliver a programme of volunteer recruitment. During this period she ensured our policies, procedures and safeguarding training was up to date. She also undertook a process of consultation with our Outwork staff and trainees and she has advised us to recruit volunteers to work alongside our trainees on discreet projects/activities rather than just forming small groups around an individual as that would seem too forced.</p>
2b.	20 community volunteers in Year 2	By end 2020/21	<p>We have now recruited 21 volunteers in the 20/21 year. We have a long-term dedicated volunteer as our Volunteer Manager and this is working well. We have recruited volunteers from staff programmes within PWC as well as from the further education bodies with which we have developed partnerships, as well as individuals from the community.</p> <p>In January 2021 we have piloted our approach to providing individualised support around individuals by establishing a 'fitness group' using three volunteers to engage with our Outwork transitional employees to provide 1:1 advice on nutrition and exercise and to organise on-line classes and telephone consultations. This 1:1 support and befriending has proven to be very powerful for our female staff and is going to be an ongoing aspect to our volunteering programme to support those working within our Outwork enterprise. More community/group volunteering activity will take place within our new Big Loop Bike Community workshops. We have been provided with an 18 month in-kind 'meanwhile use' of a city centre location and received confirmation that we are going to get our first bike hub (shipping container) based on a busy park in the city centre to allow us to champion and grow our vision of shared community activity with those with lived experience of the criminal justice sector working alongside those without.</p>
2c.	20 community volunteers in Year 3	By end 2021/22	<p>The bulk of our volunteers have been recruited to support the community bike hub that we operate at Queens University Belfast. We have two sorts of volunteers. The 7 corporate volunteers from Allen &amp; Overy and PwC who have provided interview skills to our transitional staff as well as professional skills to our Board or staff to support our organisational development (providing expertise in project management, VAT, IT networking etc). The second type is our community</p>

			volunteers who have walked alongside our transitional staff either in the bike hub or by providing their skills in personal fitness and exercise 1:1 or in groups to our transitional staff. We have recruited 10 regular volunteers into our Big Loop Bikes hub who give at least 2-4 hours a week and another 3 volunteers who have provided their skills in a more 1:1 or group capacity providing personal fitness or companionship.
<b>3. What is the third expected key achievement?</b>			
The Turnaround Project's 'Outwork' Grounds Maintenance enterprise moves to a self-sustaining position by the end of 2021/22 financial year, allowing it to continue providing a consistent number of transitional training and employment opportunities to people before and after they complete their sentences.			
<b>Measures for this achievement</b>		<b>Target date</b>	<b>Progress towards these measures</b>
3a.	Grounds Maintenance contract receipts in Year 1: £44,000	By end 2019/20	At the end of 19/20 we earned £38,000 of grounds maintenance contract receipts and a total of £41,000 in earned income as an organisation. Since writing the initial business plan we experienced two significant delays. Firstly, the initial grant we received from DOJ was delayed by six months. Secondly, the recruitment for the second Supervisor post that Triangle 1949 funded was delayed (we only had one person apply in the first round, who then left the post for a full-time opportunity after a very short period, requiring a second round; recruitment therefore took six months rather than the predicted three).
3b.	Grounds Maintenance contract receipts in Year 2: £75,000	By end 2020/21	At the end of 20/21 we expect to receive £74,000 in earned income from grounds maintenance contracts (we are just finalising year end accounts). We had secured contracts which combined were worth approximately £95,000 going into the year but lost circa -£20,000 of committed income due to Covid lockdowns and having to scale down the numbers in our vans. However, we were lucky that funders were flexible during this period and that we took early action to furlough staff during lock downs. We lost the opportunity for new business (as tenders that were supposed to come up were extended for a year). On the plus side during this year we had to retender for our initial contract with Alpha Housing Association and we heard in November 2020 that we have secured it until March 22. Alpha Housing also submitted us for the Chartered Institute of Housing Award for partnerships and we were shortlisted. On the back of the awards ceremony, we were able to secure meetings with additional housing associations and were able to raise awareness of reserve contracts (public procurement is very different in NI than in England it is centralised and social clauses are less well established – the grounds

			<p>maintenance market is predicated on a race to the bottom re pricing).</p> <p>This process has brought to our attention that Housing Associations (who we see as our main target client group due to shared social goals and the opportunity for increasing the interaction between tenants and our staff to change public attitudes towards those in our criminal justice system) are not VAT registered making this year crucial in terms of our pricing as we become VAT registered.</p>
3c.	Grounds Maintenance contract receipts in Year 3: £130,000	By end 2021/22	<p>Going into 21/22 we had secured grounds maintenance contracts worth £120,000 and we managed to realise the full amount and secure some additional project work worth £10,000 allowing us to reach the target we set out in our original business plan. However unfortunately our cost model has changed drastically with increased costs of insurance, fuel, salaries and since operating for three years we know we have to build in the cost of a Relief Supervisor and 2 Assistant Supervisors to allow us to have the flexibility in our capacity to respond to client requests and or to pick up new work.</p>

**4. Optional – please detail any additional expected achievements you would like us to know about.**

When we first spoke to Triangle Trust we were a brand new charity with an idea to prove the benefit of transitional employment in Northern Ireland. We look back over the last three years and we have achieved by and large what we set out to do in our business plan. Employers are becoming aware of us and with the current skills shortage are desperate for a recruitment pathway that works for those coming out of the justice system. Individuals from both communities have, from word of mouth, become aware of the loyalty, commitment and in some cases managed risk we have taken to support our transitional employees, which has in turn seen more referrals come our way from local organisations and a new level of trust among young men who have, due to a lifetime of abuse, coercion and neglect have every reason not to trust anyone.

A lot of things were harder than we could have foreseen, other things came easier. When we set out, we had no idea of the impact the pandemic would have on our vision but thankfully the sectors (grounds maintenance and bike refurbishment) that we had chosen to focus on were less impacted than others and in fact with bike refurbishment has flourished. But we also recognise we could not have done it without the intelligent and considered risk taking of organisations such as The Triangle Trust.

Social enterprises are very difficult to run in Northern Ireland because of the scale of the market and the centralised government procurement process. Grounds maintenance is a difficult sector to operate in as pricing is low whilst costs are high but with the introduction of mandatory social clauses finally expected to come into force in Northern Ireland in June 22 we are very well placed to benefit from having the experience of sub-contracting on government contracts and have in fact already been approached by a number of large government suppliers to see if we can replicate the model in other sectors such as construction and painting and decorating, which we are hoping to pursue in 22/23.

**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	01/04/19	£145,650	£	£125,547
Year 2	01/04/20	£167,004	£178,000	£250,000
Year 3	01/04/21	£154,700	£330,000	£340,000 revenue And £100,000 capital funding for Big Loop Bikes
Year 4 (if required)		£ -	£	£

**Please provide an explanation for these figures and how they relate to your income and expenditure forecast.**

For year 1 we received £35,000 from Triangle Trust. Our total income target had been £180,650. We did not quite reach this level of income however we reduced/deferred items of expenditure to manage our budget accordingly.

For year 2 we had been notified of grant support of £118,000 when we received the £25,000 from Triangle. We had a revised total income target of £203,000. We have managed to exceed that income and we have received £234,000 as at February and expect to achieve a full year income of circa £250,000 of income as we finalise our March year end accounts. Approximately £120,000 of this income is directly attributable to the direct costs of Outwork and the rest is to sustain the core organisation’s development and coaching programme that runs alongside the Outwork enterprise.

**For year 3, received £20,000 from Triangle, we had estimated we would need to generate a further £154,700 to meet our total income target of £174,700. We had hoped to generate £117,500 from sales, reflecting a more established market position by that time and we were successful in generating approximately £130,000 from Outwork contracts.**

We have had to continuously review our operating model both because of Covid and because each time we win a gardening contract our cost of operation changes. We increased our costs this year by employing Supervisor’s Assistants but also the costs of PEE, materials, fuel etc have all increased dramatically. Pricing is difficult because the market is dominated by large commercial organisations such as Idverde, so we are focusing on reserve contracts, sub-contracting or delivering niche services to landlords. We also hit the VAT threshold this next financial year, which created pricing difficulties for us this year because our main client is not VAT registered (thus not wishing to incur the VAT cost). With all this in mind we had revised our organisational budget. We estimated our overall budget would be £350,000, it is going to come in at approximately £340,000 (plus £100,000 of income for capital equipment which is going to impact our accounting profit due to expected depreciation bill). £50,000 of the £340,000 is attributable to the relaunch of our second enterprise, Big Loop Bikes. Unfortunately, we will not make a surplus this year nor add our target yearly amount to build our reserves policy this year – in fact after depreciation (as we have purchased several large

mowers to be able to compete for new contracts next year) we may in fact make a very small loss. But in a year where we:

- 1) found out that our expected £30,000 grant from Department of Justice will be reduced to £6,000
- 2) where staff sickness has been at an all-time high because of Covid;
- 3) where our Big Loop Bike shop had to temporarily shut due to remote working policies of Queens University Belfast
- 4) where our financial provider gave notice in December because of the complexity of us being VAT registered

We are just grateful that we have retained the reserves we went into the year with.

**6. Did any aspect of the grant delivery not progress as expected and were any subsequent changes made?**

The grant supported the organisation to have the stability of paying a permanent Grounds Maintenance Supervisor while the organisation developed both its core governance and processes but also its enterprise and coaching capacity. When Covid hit and we had to make decisions to furlough staff The Triangle Trust's flexibility as a funder really supported us to be able to make the best decisions for the sustainability of the organisation and the mental well-being of our beneficiaries rather than having to be slaves to what we had written three years earlier. To be honest any changes were short lived as we were very lucky to have set up an enterprise which relatively was not impacted as much as other sectors.

**7. Has the grant achieved the expected results overall or did anything need to change?**

In terms of the social and financial projections that were made, surprisingly considering the last two years, we are very much on track as planned.

The only big area that needed to change was the way of supporting our transitional staff alongside our strengths-based coaching. At the beginning of the grant, we made Triangle Trust aware that we were not planning on delivering 'Circles of Support' as outlined in the business plan. This decision was made in consultation with our staff and the young men and woman we were working with.

**8. What are the future plans for the development funded by this grant? (include details of any further funds secured to continue the work)**

Mandatory social clauses are finally expected to come into force in Northern Ireland in June 22 and we understand we are very well placed to benefit as an organisation as we are one of the few organisations that have already got direct experience of sub-contracting on government contracts. We also have had our profile raised by our shop on the Queens University campus and this has meant we are seeing numerous employers come to us directly to understand how they can work with us. We are hoping with the continued support of Triangle Trust through our recently awarded Young Offender grant to use the platform we have built to improve the number and type of employment opportunities that are available to those with a criminal record.



**9. 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.**

I do not think that the impact of the grant for the organisation or even on the wider sector within Northern Ireland should be underestimated. The organisation demonstrated the use of reserve contracts and has raised the profile of social enterprises which has all helped generate the interest and commitment to mandatory social clauses in public sector contracts.

**10. 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).**

**Date this form was completed 9/05/2022**

We have sent the annual report for 20/21 and we will send the 21/22 when it is available later in the summer.