The Triangle Trust

1949 Fund

For Information

Meeting	Trustee Board meeting
Date	18 June 2020
Title	Development Grant Application Shortlisting
Agenda item	11
Paper by	Victoria Southwell

1.0   Purpose of paper

To provide a clear understanding of the shortlisting process to enable fair and consistent shortlisting of Development Grant Applications to be undertaken by Trustees.

2.0   Overview

This is the fourth round of grants (second rehabilitation of ex-offenders) under the refined funding policy focusing on resilience and the five components required to strengthen it (see the attached grant criteria for full details). Although the changes agreed at the strategy meeting in October 2018 were a refinement rather than a major change to the criteria, there continues to be a significant shift in the quality and type of applications received.

Trustees will remember that the recent funding round for unpaid carers was particularly weak. This coincided with the beginning of the Covid-19 outbreak in the UK so it was hard to judge whether this had been a factor in the quality of applications. The application date had also been moved forward which again may have affected the quality and number of applications, although the earlier deadline was advertised widely and through all of the usual avenues.

Unlike the earlier carers rounds, and in perhaps more challenging circumstances, the quality of the rehabilitation of ex-offenders' applications was higher with clear strategic developments being identified. However, there are still key questions about how realistic and achievable some of these proposals are.

As more applications are received for both focus areas it does feel that the criminal justice sector is more suited to the type of funding that we are currently offering. This may be because the carers sector seems to be more traditional with charities delivering programmes and either looking for internal infrastructure strategic support or help to develop a social enterprise. There seems to be more genuine innovation in the criminal justice sector with a higher number of CICs being formed and many being led by people with direct lived experience of the prison system who invest their own knowledge into new ways of working.

A total of 27 Development Grant applications were received from organisations supporting the rehabilitation of offenders, which is below the number for the last two

1

rounds (49 & 34) focusing on this issue. This may have been due to the impact of the current Covid-19 situation but interestingly 13 applications were from applicants who haven't applied to Triangle Trust before which would suggest our marketing is working.

The applications have been assessed and divided into the following groups:

- 0 applications – withdrawn as the organisation applied last year.
- five applications – instantly rejected as they are from organisations which are not specialist rehabilitation of offender's organisations.
- 10 applications – recommended for rejection after review by the Director and Grants Assistant due to quality.
- 12 applications – longlisted to be reviewed by Trustees*.

One of the applications for shortlisting is from Spark Inside. This is an organisation that has just come to the end of a second grant from Triangle Trust. It was awarded £105,000 in March 2014 and a further £80,000 in March 2017 to develop an evidence base to support long term organisational sustainability. In June 2019 Joanne flagged to Trustees that the grant had been moved to amber due to not achieving targets but she felt this was down the criminal justice sector being a challenging environment to operate in rather than operational weaknesses.

The final report is included in the meeting papers under agenda item 9. Grant progress reports. Spark Inside has been led by its founder since it was established but at the end of last year she stepped down and has been replaced by a new CEO. The new CEO is developing a new strategy for the organisation based on her strategic vision. I would be keen for Trustees to decide if a further three years' funding would be a good investment in an organisation that we have already provided a large amount of support to, especially at a time of having new leadership. Or if sufficient support has been given and Spark Inside should be rejected.

The purpose of the discussion at the meeting on 18th June is for Trustees to shortlist applications worthy of being assessed by the Director, who will conduct a thorough review (probably by Zoom) prior to the selection of successful applications at the October 2020 meeting.

The grant budget for 2020-21 allows a total value of £325,000 of new rehabilitation of offenders grants to be awarded (5 to 6 applications) at the October meeting and ideally we are looking to fund two out of every three applicants that are shortlisted.

The summary details of the 15 rejected applications are attached as Appendix 3. Electronic copies of the 12 applications to be reviewed are enclosed along with details of the allocated Trustee reviewers.

3.0   Trustee review process

Each application selected for Trustee review has been allocated to three Trustees to undertake a detailed review against the following criteria:

- Is the organisation a specialist in the field?
- Does the organisation appreciate the grant is for development and they need to use it to accelerate their journey to improved resilience rather than just continuing what they already have planned or for a short-term project?
- Will the grant make a difference to the organisation's resilience?

- Is there a good plan for future development?
- Does the organisation have specific ideas on how it will sustain the development in the longer term (if relevant)?
- Are the costs covered by the grant reasonable?

Details of the full published criteria for applicants are within Appendix 1 and the crib sheet for what counts as a development is in Appendix 2.

Trustees should score each of their allocated applications (see spreadsheet) either 1, 2 or 3 using the scale below. **Half scores are not permitted.**

Excellent should definitely be shortlisted	3
Good should be shortlisted if funds permit	2
Poor quality not worth considering further	1

When the Trustee scores are collated, each application will have a score between 3 and 9. The approximate implications of these scores are below; these may be adjusted slightly to ensure the number of applications discussed at the meeting is manageable.

3 to 4	Rejected without discussion at the meeting
5 to 7	Discussed at the meeting
8 to 9	Shortlisted for a Director visit without discussion at the meeting

The collated scores will be circulated prior to the meeting.

4.0   Salesforce

The annual report and strategic plan for all 35 applications can be viewed on Salesforce, the online grants database. Salesforce also has a direct link to the applicants' website and charity commission website entry (where relevant).

Visit the following to log onto Salesforce: https://login.salesforce.com/

The username is your email address and the password you will have set yourself. (We can reset your password if you have forgotten it.)

When logged on:
a.   Select "request" in the menu across the top of the page
b.   Just below the menu on the left hand side you will see the word "view" with a dropdown list next to it. Select "Current Carer Applications" in the list and then click on the "Go" button next to it.
c.   You should now have a list of all the applications received for this grant round. To view the application click on the "Opportunity Name" and you will be able to see all the details.
d.   To access the annual accounts submitted with the application scroll to the very bottom of the submission and look in the "Notes & Attachments" section.
e.   You will also see that within the application there is a direct link to the charity commission listing for the applicant (where relevant).
f.   You can click to the applicant website either from within the application or from the list at the start.

Appendix 1: Published Development Grant Details and Criteria

Development Grant Purpose
Our Development Grant scheme supports organisations to undertake a progressive development to improve future resilience. This might be a short piece of work requiring investment over a few months or a more significant programme of work requiring dedicated support for up to 3 years.

At the Triangle Trust we have been awarding Development Grants since 2013. During that time we have learnt that improving resilience is a journey with several phases, all of which need ongoing maintenance as an organisation develops and its operating environment changes. Evidence has shown us the journey towards improved resilience for the organisations we fund usually has the following components:

1. Leadership & Strategy	Strong governance and a clear vision with strategic leadership which makes time to reflect on an organisation's work, put practical and realistic plans in place, learn new ways of working and respond creatively to the internal and external environments.
2.Capacity & Infrastructure	Functional and appropriately skilled teams with operational systems and procedures that are up to date and fit for purpose.
3.Market Positioning	Clear evidence-based market positioning in a crowded sector which now competes with private/public services, plus strong and relevant partnerships in place.
4. Evidencing Quality & Impact	The ability to demonstrate quality and outcomes/impact, which is essential to establishing credibility with stakeholders and to secure sufficient resources to run the organisation.
5. Diversity of Income	Diverse income sources to mitigate against dependence on any one or two funding streams. Financial sustainability is crucial to the ongoing survival of an organisation and is unlikely to occur without the successful attainment of the previous four components.

Strength Checker

To support the process of identifying how your organisation needs to change to improve its resilience we strongly advise you use the [VCSE Strength Checker](#) and build its recommendations into your application.

What we will fund?

We are open minded on the type of initiatives applicants may wish to develop in order to strengthen their organisation. However, we do expect your organisation to have made a commitment to strategically improving resilience before submitting an application, so that our funding can help bring existing plans to life.

To ensure we are all clear about how our grant is going to progress your organisation's journey towards improved resilience we ask you to think carefully about which component(s) of the resilience journey you are seeking funding for and how this will impact on the future of your organisation. When assessing your application we will be looking for evidence that you are tackling the components of resilience in the most appropriate order for your organisation.

Examples of the developments funded to date can be viewed at [current grant case studies](#).

Please note we will not provide funding for the following:

- Appointment of a Trust or Community Fundraiser.
- Expanding the coverage of a particular service, unless there is a tangible increase in resilience as a result.
- Match funding, unless associated with a specific development.
- Covering the loss of a statutory contract or grant income.
- General running costs.
- New permanent posts, unless a concrete plan is included in the application about how the post will be funded after the grant ends.

If you have any doubt, please phone our office for an informal chat before submitting on 01273 810263.

Applicant criteria

- Applicants must be a registered charity, not-for-profit social enterprise or community interest company working within the UK with a UK office.
- Social enterprise and community interest companies must have a governing document which shows the name, aim/purpose, objects of the group, including a dissolution clause - what happens if your group ceases to function. This clause should show that you are a not-for-profit group by confirming that any assets remaining after all debts are paid will be given to another voluntary group with similar aims. This document should also include details of your Trustees or management committee.
- The sole purpose of applicants' constitution must be to support unpaid carers or the rehabilitation of offenders or ex-offenders. (Organisations with a broader remit running a project to support unpaid carers or the rehabilitation of offenders or ex-offenders are not eligible to apply)

6

- Organisations running crime prevention or restorative justice initiatives are not eligible to apply.
- Organisations whose priority is to support the "cared for", but also provide some support for carers are unlikely to be eligible to apply.
- Applicants may be involved in providing direct practical support work, research projects or policy or campaigning work relevant to unpaid carers or the rehabilitation of offenders or ex-offenders.
- Applicants must demonstrate in their application how they have expertise and a history of working with unpaid carers or offenders.
- Applicants must have some volunteer input.
- Applicants' annual income for the most recent financial year should be less than £1million, although priority will be given to smaller organisations.
- Applicants must have their annual accounts independently examined or audited.
- Applicants requesting more than £10,000 will be required to submit a business/strategic plan during the application process.
- Applicants should have evaluation systems for their work in place, and if not part of the grant should be used to put a system in place.
- All previous unsuccessful applicants to The Triangle Trust must wait two years before reapplying (eg if you applied in 2018, you cannot reapply until 2020).
- Applicants already in receipt of a Development Grant cannot apply for further funding until after their current grant has come to an end.

Grant details
- Any costs incurred by the applicant in undertaking a development to increase resilience can be covered by the grant.
- Grants are available from £10,000 up to £80,000 for a duration of 6 months to 3 years. The amount of funding requested must be proportional to the development that will be undertaken.
- A maximum of £30,000 per year or £2,500 per month for smaller developments can be requested.

Appendix 2: Description of a Development

Is it a Development?

Our grants fund development work that will make an organisation stronger and contribute to its long-term sustainability. The following table helps identify whether the proposed work is a true development.

Activities proposed	Development Yes/No
1. Supporting a distinct standalone piece of work with little impact on the wider organisation that would end when our grant stops unless another grant is secured?	No
2. Supporting general running costs with no obvious lasting improvement being made to the organisation. eg. Covering a shortfall in funding caused by reduced statutory income, or to cover office rent etc	No
3. Supporting a programme of work to increase income or make the organisation stronger in some other way. The expected outcome could include: - developing strategic networks - diversifying income - increasing income - increasing staff capacity - increasing services provided - building foundations for the future	Yes

Types of Developments

The following table details examples of developments our grants have been used to fund, with variations on these to highlight how a proposal may or may not meet our criteria. This is obviously not an exhaustive list.

Development	Meets the criteria	Does not meet the criteria
1. Increasing senior staff capacity. eg funding an Operational Manger to free-up CEO time	If there is clear strategic organisation plan with identified tasks the CEO needs to do to progress the strategy, such as expanding links with commissioners or work on a specific business development.	Cover for a busy CEO with no specific strategy of how to take the organisation forward.

Development	Meets the criteria	Does not meet the criteria
2. Increasing fundraising capacity or appointing a Business Development Manager.	If a specific initiative has been identified that needs business planning and setting-up.	Capacity to write grant applications or general community fundraising.
3. Set-up a pilot project for a new service.	To build evidence for effectiveness of a new service increasing the opportunities to secure future contracts.	Evaluation of an existing service that is already being provided.
4. Set up the framework for collaboration or joint working partnerships with other organisations.	If this is a mechanism to reduce costs or improving chances of being commissioned.	If by default we are funding organisations that do not meet our criteria (eg. general health charities rather than just carer organisation)
5. Start-up funding for a new organisation	Start-ups that have been running activities for at least one year and have evidence of potential success.	An idea with no activity already started.
6. Increase volunteer capacity	A volunteer manager to expand the network of volunteers, improve their training and retention, with an exit plan of how this will continue after the grant.	Ongoing costs associated with volunteers.
7. Improvement to internal systems.	Implementation of improved IT systems (database), work towards a quality mark, improved PR and marketing, new website etc.There must be a clear expected outcome associated with doing this, such as becoming contract ready.	Work which does not have a tangible long-term benefit for the organisation.
8. Increasing earned income	The setting-up of a new initiative to earn income, such as selling respite services privately, opening a café, opening charity shops, opening an online shop, selling training etc.	

Appendix 3: Applications Recommended for Rejection

Rejected after review due to quality

Ref Code	Organisation Name	Website	Request Amount	Income
2020-05-R001	A Fairer Chance CIC	www.afairerchance.com	£70,060	£118,696
2020-05-R002	Beating Time	www.beatingtime.org	£80,000	£215,000
2020-05-R003	Feltham Community Chaplaincy Trust	www.felthamcommunitychaplaincy.org	£80,000	£85,225
2020-05-R006	IFIT (Inverclyde Faith in Throughcare)	www.inverclyde.wordpress.com	£51,000	£41,410
2020-05-R009	Making It Out CIC	www.makingitout.co.uk	£79,500	£73,975
2020-05-R010	Mary Magdalene CIC		£30,000	£4,899
2020-05-R012	Prosper 4 Business CIC	www.prosper4.com	£60,000	£95,368
2020-05-R013	PRISMStart	www.prismstart.org	£24,000	£8,827
2020-05-R015	Refocus Project Ltd		£45,000	£99,377
2020-05-R026	Walk Ministries	www.walkministries.org.uk	£60,000	£438,479

Rejected after review for not meeting the criteria

2020-05-R005	Get Wise Enterprise CIC	www.getwiseenterprise.com	£9,785	£30,900
2020-05-R007	Invis2Vis CIC		£30,000	£0
2020-05-R008	Kirkby Amateur Boxing Club		£58,496	£57,739
2020-05-R019	Shaid/St Peter's Court	www.stpeterscourt.org	£80,000	£649,036
2020-05-R025	User Voice	www.uservoice.org	£80,000	£167,781