

**Development
Grant
Application
REHABILITATION**

Trustee shortlisting allocation				
Finding Rhythms CIO	2020-05-R004	Alison	Julian	David
On the Out CIC	2020-05-R011	Andrew	Julian	Jim
RECOOP (Resettlement and care for older ex-offenders and prisoners)	2020-05-R014	Andrew	Julian	David
RITE Social Enterprises Ltd	2020-05-R016	Alison	James	Jim
Safe Ground	2020-05-R017	Alison	Andrew	David
Safer Living Foundation	2020-05-R018	Karen	James	Julian
Spark Inside	2020-05-R020	Jim	Andrew	Doreen
Tempus Novo (New Time)	2020-05-R021	Karen	Julian	David
The Junction 42 Foundation	2020-05-R022	Alison	James	David
The Nehemiah Project	2020-05-R023	Jim	James	Doreen
Treasures Foundation	2020-05-R024	Karen	James	Doreen
Yellow Ribbon Community Chaplaincy	2020-05-R027	Karen	Jim	Doreen

Please return your scores to

info@triangletrust.org.uk

by

5pm Monday 15 June

Organisation Name		Reference code
Finding Rhythms CIO		2020-05-R004
Organisation Address		
Scratch Hub, Battersea Arts Centre, Lavender Hill, London, London SW11 5TN		
Website Address		
www.finding-rhythms.co.uk		
Type of organisation? (tick all that apply and complete relevant details)		
Charity	Registered Charity Number	Date Registered
Yes	1151872	2 May 2013
Community Interest Company	Registered Companies House Number	Date Registered
Yes		
Social Enterprise	Social Enterprise Mark Awarded Yes/No	Date Awarded
No	No	
Grant Summary		
To support core costs enabling Finding Rhythms to achieve their strategic aims.		
What is your organisation's purpose and geographical reach? Please include the details and number of beneficiaries your organisation supports per year. (maximum 150 words)		
<p>Finding Rhythms is a registered CIO whose mission is to make society safer by changing the behaviour of offenders through creating music. We run education projects in prisons and in the community, during which learners are challenged to write, compose and record their own original music. Our facilitators use this music-engagement process to provide greater support for participants to gain qualifications, reflect on challenges and aspirations and have greater capacity to build stronger relationships supporting the rehabilitative process. Participants on our projects have the chance to earn the Edexcel accredited BTEC in 'Supporting Employability and Personal Effectiveness' (SEPE), as evidence of the soft skills they have developed. Our intensive projects are led by musicians who have experience of delivering engagement programmes in difficult settings. Last year we worked with 100 prisoners across the UK and 60 individuals gained BTEC certificates.</p>		
What development will your organisation undertake with this grant? (maximum 150 words)		
<p>2. Relevant Infrastructure - We aim to improve our services, ensuring that we can transform the futures of more individuals at risk of re-offending and developing more negative behaviours. In order to do this, we wish to improve the capacity of our facilitators through stronger recruitment and training, ensuring we have a bank of facilitators more trained in conflict resolution, mental health and engaging disaffected individuals (with a focus on working with different cultures and genders). In turn this will improve our suite of projects and general offer. Our stronger team of practitioners will provide us with more opportunities to deliver our services in institutions across the UK and as a result, our core team will need greater capacity to: a. Oversee training of practitioners and ensure they maintain high standards. Additionally, they will need to be more involved in the overall strategic development of the organisation. b. Build</p>		

relationships with prisons, ensuring we are in a stronger position to embed our services in the institutions and can source greater contributions to our work and commissions. Additionally, this will support planning services improving efficiency and ensuring we do not work on an ad hoc basis.
Explain how the grant will be spent? Please include an outline of anticipated expenditure
1. A contribution to the costs for the Creative and Business director and the administrative support team – Currently the Creative director is paid to work 1.5 days a week. We aim to increase this to 3 days, ensuring he has the support to oversee training and course development. He will be supported by the Business Director, who is currently the only full-time staff member of the organisation. A contribution from the Trust will ensure that we can make a long-term commitment to maintaining this member of staff, supporting partnership development, planning, stronger governance and improved market position. 2. A contribution to recruitment and training costs for facilitators. Finding Rhythms will make a stronger investment in building the quality and training of facilitators. We will have more regularised training programmes ensuring we have a bank of facilitators more equipped and trained in areas focused on building the emotional intelligence of beneficiaries. We will work with specialist partners (e.g. working with Leap Confronting Conflict) to improve this training offer. Additionally, we will have greater investment in overall development of practitioners ensuring they are cognisant of strategic ambitions and contribute.
What are the main aims for your organisation over the next 3 years and how does this development support those aims? (maximum 150 words)
By the end of the grant, we aim to have achieved the following. 1. We would have developed an improved bank of facilitators equipped to drive more impactful outcomes for our participants, improving our commercial offer. Currently the Creative Director leads on curriculum development. This grant will not only give him greater capacity to build projects with more specialised outcomes, but will also ensure he is able to work with a greater array of specialist partners and is supported by a team of able practitioners. Our improved offer will enable us to source greater commissions from Prisons (especially through the DPS system) and local authority community safety commissioning groups (CRCs and VRUs) and ensure that we are less reliant on contributions from Trust and Foundations improving financial resilience. 2. We would have improved relationships with prisons through offering more sustained support and provisions within institutions. This will enable us to be involved in strategic decisions and ensure we offer less programmes on an ad-hoc and inconsistent basis improving operational resilience. Traditionally, we respond to opportunities (DPS, educational leads making contact, sourcing opportunities because of grants) making it very difficult for us to plan projects, ensure we have the correct practitioners, and carry out screening of participants. Building stronger partnerships with prisons and local authorities, will ensure that we are able to more effectively plan our offer and embed services within institutions, not only supporting planning, but allowing us to drive stronger outcomes. Two of the greatest risk factors for the organisation pertain to financial and planning challenges. This grant will have a significant impact in circumventing these areas.
Who are the key people who will be responsible for delivering this? Please detail names, job titles and the roles they will have in delivering this development.
Finding Rhythms' Senior Leadership team is made of Creative Director – Robin Harris and Business Director Dami Solebo. Robin oversees programme development, facilitator training, recruitment and allocation of practitioners and quality control. Dami oversees governance, partnerships, fundraising and evaluation. These two individuals will oversee the work and the grant will contribute to staff costs. They will be supported by Operational Assistant Rachel Casey.

How will your organisation continue to sustain this development after the grant ends, detail proposed income generation where appropriate? (maximum 150 words)		
This grant will transform the funding structure of the organisation, allowing us to evolve from a predominantly Trust and Foundation supported organisation, to one receiving more significant contributions from prisons, local authorities and community safety bodies. At the end of this grant, our work in prisons will be funded by operational partners.		
Do all staff have Disclosure and Barring Service (DBS) checks? If no please state why.		
Yes		
Reason why not all staff have DBS checks.		
Total funding requested in this application over 3 years (maximum £80,000 over three years)		Proposed grant start date
£40000		1/1/2021
How much funding is required each year? (Maximum £35,000 in year one with the amount requested in subsequent years tapering down as the sustainable development progresses.)		
Year 1	Year 2	Year 3
£20000	£20000	£0
What was your organisation's expenditure in the most recent financial year?		What was your organisation's annual income in the most recent financial year?
£157560		£185524
What value of unrestricted reserves did your organisation have at the end of the most recent financial year?		
£90619		

Organisation Name		Reference code
On the Out CIC		2020-05-R011
Organisation Address		
Federation House, 2 Federation Street		
Manchester Greater Manchester M44BF		
Website Address		
www.ontheout.org		
Type of organisation? (tick all that apply and complete relevant details)		
Charity	Registered Charity Number	Date Registered
No		
Community Interest Company	Registered Companies House Number	Date Registered
Yes	10308451	2016
Social Enterprise	Social Enterprise Mark Awarded Yes/No	Date Awarded
No		
Grant Summary		
To staff a temporary worker to coordinate and develop Lifehab, On the Out's new supported housing which focuses on deinstitutionalisation, created and delivered by people who have spent time in custody.		
What is your organisation's purpose and geographical reach? Please include the details and number of beneficiaries your organisation supports per year. (maximum 150 words)		
We support men and women as they leave prison and re enter the community. This year we have supported over 600 people. Many of these were homeless on release. Our team is made up of people who have spent time in prison, providing powerful role models that change is possible. They understand how it can feel to be released with nothing, and how the first few days back in the community can feel overwhelming. Our ethos and experience allows us to engage in a unique way with people who can be distrustful and resistant to authority. We help access accommodation, support around mental health, addiction, emotional issues. We stand by people's side as barriers (which can ultimately lead to reoffending) are faced and overcome. We work closely with homelessness services and are part of the council's rough sleepers strategy. We hold drop ins in 5 NPS probation hostels. We receive referrals from both inside the north west prisons/the community, including a growing number of self referrals. There is genuine interest from current prisoners, who view the project as `theirs` and contribute from within the prison. This engagement serves as a `hook` for change, a heavily pro social approach which emphasises helping others as key to identity change.		
What development will your organisation undertake with this grant? (maximum 150 words)		
5. Diversity of Income Sources The grant would allow us to diversify and build our own income stream, helping secure our future. The grant would pay for one full time,		

permanent worker for 3 years. This would give us time to generate a reliable stream of income for this post via Revenue and Benefits as well as other income streams. It will allow us to become at least partially self sustaining. We currently rely on grants to keep our organisation going. With supported housing in place we are able to generate an income stream, which will in turn pay for the worker (replacing the need for this funding) and others. These posts will go to people who have spent time in prison, in line with our central ethos. All our workers have experience of custody, homelessness and/or addiction. 1. Clear Vision & Strategy - through the provision of the element which to date has been missing from our work - accommodation - but which we are ideally placed to deliver 2. Relevant Infrastructure - development will include the widening of 3. Market Positioning - enabling the people who best understand how to enable ex prisoners to make changes to be in a position to do so 4. Demonstrate & Evidence Outcomes & Quality - evaluation and link to Uni researchers/criminologists

Explain how the grant will be spent? Please include an outline of anticipated expenditure

The grant would provide wages for a development worker to oversee and develop LifeHab, our new, 45 bed supported housing. Anticipated expenditure is Year 1 = One full time coordinator, £25,000 plus NI £2287 plus pension £321.12 = £27,608.12.

Year 2 = £25,000

Year 3 = £20,000

This amount would be reduced over 3 years as we have more funds coming in to sustain us. We would like this funding to continue over 3 years, to enable us to sustain and safely grow the project.

What are the main aims for your organisation over the next 3 years and how does this development support those aims? (maximum 150 words)

Our aim is to become financially resilient, and self sustaining. By the end of this grant we will have generated our own income stream which will fund more workers and volunteers, enabling our growth and firming our reputation. We would then like to go on to source our own mortgage, again increasing our resources and sustainability. We will measure this by our ability to generate income outside of grants, and our ability to grow our infrastructure. As part of our evaluation we will be focusing on our sustainability, as being self sufficient is a key part of our plans. We will be working alongside Salford University research dept to evaluate this.

Who are the key people who will be responsible for delivering this? Please detail names, job titles and the roles they will have in delivering this development.

Michael Bradley - Director, On the Out: Mike wrote the programme to be delivered within our housing whilst in prison and in a desperate state, following 24 years of institutions, offending and drug use. It was a programme for him to live a new and positive life by. It inspired him to go on. Michael will be leading on developing the supported housing that he devised, and this grant would fund him to do so, until an income stream can be generated. Michael will be supported by myself, Helen Brown, CEO and founder of On the Out CIC (also ex prison tutor and social worker) There will also be support from the On the Out team, for example around resettlement and move on from the supported housing. We have a steering group from whom we seek ongoing advice including 2 leading academics, an NHS lead and housing lead.

How will your organisation continue to sustain this development after the grant ends, detail proposed income generation where appropriate? (maximum 150 words)

We have costed our potential costs over the next 3 years. We are in a partnership with a Registered Provider, Parasol Homes, who are the landlord for the 10 houses we deliver support to. We are the support provider. We gain costs from the support element that is given to us per person via housing benefit, this should be £80 per person per week. We will gradually be able to fund workers and 4 housing workers have been costed into our figures. The development workers role will be able to

continue, or become an ongoing coordinator role, with the accumulation of funds that the scheme generates. We just need help in the initial few years while the income is generated and the project takes shape.		
Do all staff have Disclosure and Barring Service (DBS) checks? If no please state why.		
Yes		
Reason why not all staff have DBS checks.		
Total funding requested in this application over 3 years (maximum £80,000 over three years)		Proposed grant start date
£72526		11/1/2020
How much funding is required each year? (Maximum £35,000 in year one with the amount requested in subsequent years tapering down as the sustainable development progresses.)		
Year 1	Year 2	Year 3
£27526	£25000	£20000
What was your organisation's expenditure in the most recent financial year?		What was your organisation's annual income in the most recent financial year?
£110692		£128604
What value of unrestricted reserves did your organisation have at the end of the most recent financial year?		
£0		

Organisation Name		Reference code
RECOOP (Resettlement and care for older ex-offenders and prisoners)		2020-05-R014
Organisation Address		
St Swithun's House 21 Christchurch Road Bournemouth Dorset BH1 3NS		
Website Address		
www.recoop.org.uk		
Type of organisation? (tick all that apply and complete relevant details)		
Charity	Registered Charity Number	Date Registered
Yes	1139233	2010
Community Interest Company	Registered Companies House Number	Date Registered
No	07381550	2010
Social Enterprise	Social Enterprise Mark Awarded Yes/No	Date Awarded
No	No	
Grant Summary		
Development of our bespoke older resettlement programme into a Distance Learning package for prisons and Approved Premises to reach more individuals and offer a flexible solution to future restricted access to face to face working.		
What is your organisation's purpose and geographical reach? Please include the details and number of beneficiaries your organisation supports per year. (maximum 150 words)		
<p>Since 2010 RECOOP has delivered services in over 60 prisons to support the preparatory resettlement and rehabilitation of older offenders who are over 50 years old, and is one of the very few organisations working specifically with this group. With a national remit we work to empower people to take control of their lives, to optimise their physical and mental health, remain free of re-offending and make an active and positive contribution to their communities. Older offenders currently make up 17% of the prison population. This group is forecast to increase rising to 14,800 by June 2021. Up to 90% have at least one moderate or severe health condition, with more than 50% having three or more. (MOJ2018) The development of our services are co-designed with our service users and key stakeholders. Last year we supported 869 older prisoners (men/women) with a footfall of 35,321 (visits) during the year.</p>		
What development will your organisation undertake with this grant? (maximum 150 words)		
<p>RECOOP's vision is to support older people in preparation for release. They have specific and different needs. Many won't be looking for employment, have ill-health and be moving to new unfamiliar towns, living alone for the first time in their lives. Some will commit further offences to go back to prison, to an environment where they feel safe. The original course was co-designed with our service users specifically to address the challenges and pitfalls they experienced prior to being returned to prison. It is designed</p>		

<p>to empower individuals to take control of their lives at a very high risk and stressful juncture transiting back into the community. Building self-esteem and confidence and equipping individuals with the tools and resources needed whilst reducing the fear and anxiety is vital. The programme is currently classroom based, face to face, resource intensive and the longer term outcomes are not measured. Our development plan with the right infrastructure and evaluation, will allow us to reach significantly more individuals and increase our customer market by offering the programme to those who have left prison and are resident in Approved Premises', helping RECOOP access new income streams, enabling self-sufficiency in the longer term.</p>
<p>Explain how the grant will be spent? Please include an outline of anticipated expenditure</p>
<p>1.Distance Learning Co-ordinator (0.8FTE inc on costs) - £21,979 Year one 2.Travel - £ 1,500 3.Staff development- £200 4.Printing / design support (images) - £3000 5.Mobile phone rental - £144 6.Operational management - £3,177</p>
<p>What are the main aims for your organisation over the next 3 years and how does this development support those aims? (maximum 150 words)</p>
<p>Our revenue target will be met by having capacity to develop this programme into commercial revenue streams. The timeline to increase our pipeline activity including development stages is likely to be 30-36 months. RECOOP is now a supply chain partner with CF03 contract Prime Shaw Trust, People Plus, Weston College and Novus who have won regional contracts within the Prisons Education Framework. We're also registered on the Prison Dynamic Purchasing System and can target income generation based on existing interest. In addition, the changes within the National Probation Services, scheduled for April 2021 offer additional opportunities. Our measurement outcomes: Beneficiaries - More people access the training across the country Progress Indicators A total of 250 beneficiaries receive 'Transition' resettlement programme Influencing Practice – There are practice improvements across HMPPS in the resettlement support offered to their older cohort. Progress Indicator Five new prisons and 10 Approved Premises annually introduce the service for their older cohort. Increasing income – Be financially stable with ability to remain self-reliant into the future Progress Indicator Earned income generated by new business increases annually to ensure it is self-sufficient by end of grant term; Yr1 £10k/Yr2 £20k/Yr3 £30K</p>
<p>Who are the key people who will be responsible for delivering this? Please detail names, job titles and the roles they will have in delivering this development.</p>
<p>Partnerships & Training Manager – 0.4 FTE Will act as Project/Line Manager, work with the evaluation and commercial development including marketing in Yrs 2/3 Distance Learning Co-ordinator – 0.8 FTE – Grant funded Will lead the development and delivery of the Distance Learning Programme, manage the pilots including assessments and ongoing review and possible accreditation. Administrator – 0.4 FTE Will facilitate the development of the programme, with support from PM, will produce measurement tools and marketing materials for project use RECOOP Chief Officer – 0.2 FTE Will act as project sponsor and support evaluation.</p>
<p>How will your organisation continue to sustain this development after the grant ends, detail proposed income generation where appropriate? (maximum 150 words)</p>
<p>Using our Commercial Business Development Team we will market Distance Learning and increase income. Our aim is to engage 5 prisons and 10 Approved Premises by the end of Year 1, increase this to 10 prisons and 20 prisons by the end of Year 2. By the end of year 3 our aim will be to be working with 250 individuals annually generating income of £37,500. The next steps will be to get the course accredited and develop an online version ensuring that the product remains self-funding into the future and continually develops to remain fit for purpose.</p>
<p>Do all staff have Disclosure and Barring Service (DBS) checks? If no please state why.</p>
<p>Yes</p>

Reason why not all staff have DBS checks.		
Total funding requested in this application over 3 years (maximum £80,000 over three years)		Proposed grant start date
£75000		11/1/2020
How much funding is required each year? (Maximum £35,000 in year one with the amount requested in subsequent years tapering down as the sustainable development progresses.)		
Year 1	Year 2	Year 3
£30000	£30000	£15000
What was your organisation's expenditure in the most recent financial year?		What was your organisation's annual income in the most recent financial year?
£322187		£325938
What value of unrestricted reserves did your organisation have at the end of the most recent financial year?		
£194388		

Organisation Name		Reference code
RITE Social Enterprises Ltd		2020-05-R016
Organisation Address		
Willowdene Chorley Near Bridgnorth Shropshire WV16 6PP		
Website Address		
http://www.ritesocialenterprises.org.uk		
Type of organisation? (tick all that apply and complete relevant details)		
Charity	Registered Charity Number	Date Registered
No	N/A	N/A
Community Interest Company	Registered Companies House Number	Date Registered
No	07748661	2011
Social Enterprise	Social Enterprise Mark Awarded Yes/No	Date Awarded
Yes	Yes	2013
Grant Summary		
Developing capacity and capability to improve the accessibility and range of training opportunities for service users, through a blended learning approach that supports rehabilitation by extending learning through a virtual environment.		
What is your organisation's purpose and geographical reach? Please include the details and number of beneficiaries your organisation supports per year. (maximum 150 words)		
RITE's purpose is to see lives transformed through effective rehabilitation, and those who had previously walked under the shadow of offending, addictive and chaotic patterns of behaviour set free to walk a productive path that leads them to a life fulfilled physically, emotionally, mentally and spiritually. We fulfil our purpose through the provision of rehabilitation services for individuals engaged in the criminal justice system through the provision of land-based work and training, and life-skills training (leading to nationally recognised qualifications and social enterprise work experience opportunities), therapeutic interventions and/or counselling, and supporting improved safety, health and wellbeing through addressing issues such as mental health, substance-misuse and domestic violence. RITE serves in the region of 800 individuals on a daycare basis each year, and approximately a further 60 individuals on residential placements.		
What development will your organisation undertake with this grant? (maximum 150 words)		
5. Diversity of Income Sources Service-user feedback shows a need for purposeful activities extending beyond on-site delivery sessions, with a strong desire for activities that help to maintain engagement and divert them from activities that impede their progress in rehabilitation. A three-year study of service-users demonstrated that the top presenting need has been education to equip and empower service users to be able to achieve social and economic independence and undertake purposeful activities. By		

<p>developing a virtual learning environment, RITE will increase access to training provision, meeting service-user needs; and diversify access to Skills Funding Agency revenue, increasing revenue generation through the increased provision, and minimising lost revenue arising from non-delivery of qualifications due to service-user absence. The grant will enable RITE to develop the infrastructure to deliver a virtual learning environment, including video-conferencing, virtual 'whiteboards', breakout rooms and online forms. The grant will also enable the development of training materials necessary for delivery through a virtual platform, including detailed tutor packs, student workbooks, evidence portfolios, audio and video content, supplementary learning resources and verifiable submission sheets. In addition, the grant will support network engagement to promote the service. Other areas the grant will impact: 3. Market Positioning 4. Demonstrate & Evidence Outcomes & Quality</p>
<p>Explain how the grant will be spent? Please include an outline of anticipated expenditure</p>
<p>The grant will be applied to infrastructure and material development; tutor salaries; and network engagement. Year 1: £30,000 Infrastructure & Material Development: £15,000 Development of an on-line delivery portal and repurposing existing courses for delivery through an online platform Tutor Salary: £10,000 33% of the tutor's gross salary cost (tutor to be employed in month 8) Network Engagement: £5,000 Service-user forums, partner engagement, and the development of referral and support pathways Year 2: £27,000 Infrastructure & Material Development: £7,000 Development of new courses to extend revenue generation Tutor Salary: £15,000 50% of the tutor's gross salary cost (50% generated through SFA income) Network Engagement: £3,000 Delivering service-user forums and partner engagement Materials & Printing (£2,000) Production of physical workbooks and resources Year 3: £10,000 Infrastructure & Material Development: £2,500 Finalisation of the virtual platform infrastructure and course materials Tutor Salary: £7,500 25% of the tutor's gross salary cost (75% generated through SFA income) The project will be fully sustainable and self-funding upon completion.</p>
<p>What are the main aims for your organisation over the next 3 years and how does this development support those aims? (maximum 150 words)</p>
<p>Leadership & Strategy This project directly relates to our strategic aims for service delivery, helping to ensure that we achieve them and deliver on our business plan. Capacity & Infrastructure As well as extending the scope of our service delivery, the introduction of an online platform will help to support service delivery when business as usual is not possible (as recently experienced in the Covid-19 outbreak) Market Positioning Our market position is strong, but this project provides increased resilience by strengthening barriers to entry for competing organisations, and consolidating our reputation and relationship with partners (as highlighted in the VCSE Strengths Checker). Evidencing Quality & Impact This project's measurability improves resilience by raising awareness of the quality and impact of services. Diversity of Income The VCSE Strengths Checker highlighted areas of potential weakness within the business in respect of income. Current income, while secure, is subject to the uncertainties surrounding public sector services, and the potential for easily diversifying income streams are limited. This initiative, however, provides a means to diversify income streams building on existing services, improving resilience not only in terms of finance, but also in terms of maintaining service delivery in a changing market.</p>
<p>Who are the key people who will be responsible for delivering this? Please detail names, job titles and the roles they will have in delivering this development.</p>
<p>Oversight: Dr Matthew Home. No costs for oversight are included in the grant amount requested. Tutor: to be recruited. Costs are as stated in (c) above. During the grant-period, a proportion of the tutor costs will be covered by revenue generated from the Skills Funding Agency (SFA). The tutor costs will be 100% covered by SFA revenue generation post-completion. Development: Andrew White. Costs are covered by the</p>

grant, and are allocated as stated in (c). Network Engagement: delivered by key workers from across the organisation, with associated costs covered by the grant, as detailed in (c).		
How will your organisation continue to sustain this development after the grant ends, detail proposed income generation where appropriate? (maximum 150 words)		
Post-grant sustainability is built into the project through the generation of SFA income arising from the delivery of the service. The creation of a virtual learning environment to facilitate on-line course delivery will enable qualifications to be offered to remote service-users, with each qualification delivered having SFE funding attached to it. This will extend RITE's existing SFA revenue generation and will ensure that the service is self-funding and has long-term sustainability. In addition, increased service-user engagement, and increased accessibility of services for RITE's partner organisations will further increase the number of qualifications delivered and, therefore, the levels of SFA funding generated.		
Do all staff have Disclosure and Barring Service (DBS) checks? If no please state why.		
Yes		
Reason why not all staff have DBS checks.		
N/A		
Total funding requested in this application over 3 years (maximum £80,000 over three years)	Proposed grant start date	
£67000	11/2/2020	
How much funding is required each year? (Maximum £35,000 in year one with the amount requested in subsequent years tapering down as the sustainable development progresses.)		
Year 1	Year 2	Year 3
£30000	£27000	£10000
What was your organisation's expenditure in the most recent financial year?	What was your organisation's annual income in the most recent financial year?	
£862921	£869882	
What value of unrestricted reserves did your organisation have at the end of the most recent financial year?		
£892885		

Organisation Name		Reference code
Safe Ground		2020-05-R017
Organisation Address		
Unit 38-39, Battersea Business Centre, Lavender Hill		
London London SW11 5QL		
Website Address		
www.safeground.org.uk		
Type of organisation? (tick all that apply and complete relevant details)		
Charity	Registered Charity Number	Date Registered
Yes	1048181	1995
Community Interest Company	Registered Companies House Number	Date Registered
No	03080847	1995
Social Enterprise	Social Enterprise Mark Awarded Yes/No	Date Awarded
No	No	
Grant Summary		
This grant will support us to redefine and reclaim our market position. We will advance our mission and develop a range of new delivery opportunities across sectors, with clear strategic direction and impact.		
What is your organisation's purpose and geographical reach? Please include the details and number of beneficiaries your organisation supports per year. (maximum 150 words)		
Safe Ground exists to 'educate the public, especially those in prison" using the arts. We focus on improving and developing relationships between people in prison, with families and for the people that work in support of them. We work (on average) with around 400 people each year, through group work in prison and community settings and through our public events. Our therapeutic groups are often large and employ rigorous methodological approaches to understanding attachment, needs, transactional analysis and authority. We often work in partnership with statutory and voluntary agencies, developing responses to complex problems and creating approaches to new challenges. We have worked with HMP Berwyn to embed and strengthen family work at the new prison; and we were commissioned to design a new group work programme for men and women on probation by Ormiston Children. We often work to support and develop professionals (HMPPS and Advance Housing, for example) and we curate an annual symposium, bringing together alumni, artists, academics, HMPPS and statutory staff, students, community and family members and policy makers. We participate in a range of policy making processes and generate contributions to public and policy debate.		
What development will your organisation undertake with this grant? (maximum 150 words)		
3. Market Positioning (5.Diversity of Income Sources) Our central focus will be on Market Positioning (leading to diversification of income). Alongside consolidating		

<p>existing work in prisons, we now need to expand our reach, generate opportunities and increase our commissioned work, collaborations and contracts. We will focus on our strategic capacity for achieving an important 'market position' in a significant cross-sector network. The last 10 years have seen a gradual reduction of focus on evidence and quality. As a result, our lead in the prison family education niche has changed. In order to sustain our quality standards and achieve the impact we believe is necessary, we have been building a wider presence. We see commissioning opportunities for our work in a range of relevant settings and we have plans for development of our prison work (see Strategic Overview). Our long history of designing and delivering prison-based programmes gives us an excellent basis from which to offer enhanced services including staff training, community work and bespoke service design for a range of organisations working with people in or after prison. Covid-19 has reinforced our understanding of our creative, responsive and proactive organisational culture and it is this resource we want to prioritise with this grant.</p>
<p>Explain how the grant will be spent? Please include an outline of anticipated expenditure</p>
<p>This grant will be spent on core costs associated with ensuring Safe Ground is positioned to generate and deliver new work. We expect the grant to directly fund a decreasing proportion of core salaries each year (25%-10%) and costs associated with our development component: Expenditure The Triangle Trust Executive Director 15750 12600 9450 37800 Programmes Manager 7000 5250 5250 17500 General Manager 4200 2800 2800 9800 Travel 750 750 750 2250 Attendance at conferences and events 1000 1000 1000 3000 Evaluation and publication/resources 1000 1000 1000 3000 TOTALS 29700 23400 20250 73350</p>
<p>What are the main aims for your organisation over the next 3 years and how does this development support those aims? (maximum 150 words)</p>
<p>We expect our resilience and future proofing to have improved as a result of a significant expansion of our commissioning and contracting routes. Alongside that, we would expect to have developed a series of strategic partnerships with allied organisations that would enable us to add value to a range of research, policy influencing and direct practice nationally. Our strategic goals of consolidating and embedding high quality delivery of our existing programmes in a network of prison delivery sites would be complimented by a range of community delivery sites (with women, children and young people); and we will be able to develop bespoke, tailored and particular responses to issues, service design needs and community requirements. We will be much better placed within our own local community (Lambeth and London) as well as having a wide network of strategic links and colleagues nationally. Our work with existing commissioners will increase and we will engage with a number of new commissioners each year. Our measures of success will include: · Income generation · Partnership projects and collaborations · Geographic spread · Sector reach and impact · Impact data and numbers of participants · Policy influence, sector position · Staff satisfaction and development · Audience across events, social media, publications and presentations</p>
<p>Who are the key people who will be responsible for delivering this? Please detail names, job titles and the roles they will have in delivering this development.</p>
<p>This work will be led by the Executive Director, supported by the Programmes Manager (PM) and the General Manager (GM). The ED is responsible for the strategic development and impact of the organisation, and the capacity, quality and reputation of our work, and for driving partnerships, collaborations and strategic connections to fuel the outcomes in this application. The ED will generate opportunities through strategic networking and attendance at relevant events, in policy discussion and by making written contributions and submissions to public debate. In an organisation as small as Safe Ground it is difficult to ensure the ED can spend significant time in external function; this grant and strategy require that to be a priority. Supporting and enabling</p>

that important external work, is the excellent Safe Ground team. The PM will be key to ensuring timely, high quality responses to enquiries and queries, and supporting the ED to prepare for presentations, meetings and financial proposals. All this work will be supported by the General Manager, responsible for the organisation's communications, marketing, publicity and events. The General Manager also supports the ED with financial management and all HR functions, so will play an important role in the grant management and budgeting process.		
How will your organisation continue to sustain this development after the grant ends, detail proposed income generation where appropriate? (maximum 150 words)		
This grant will enable us to assume a position in a range of commissioning, contracting and service delivery partnership arrangements, leveraging a new sense of stability. Although there are few long term secure or reliable commissioning or contracting arrangements for most voluntary sector organisations, we will use this opportunity to widen our base, developing new models which sustain and develop the advances we make during the grant period. We are confident we can maintain excellent, long-standing, reliable relationships with a range of commissioners across prison education and rehabilitation services. Alongside existing alliances, we are constantly developing relevant relationships and are working with two larger 'lead' organisations towards bids for the new probation activity hubs. We are working with a large children's services organisation to develop their capacity around criminal justice issues and arts-based delivery, adding value to a range of services for children with a parent in prison.		
Do all staff have Disclosure and Barring Service (DBS) checks? If no please state why.		
Yes		
Reason why not all staff have DBS checks.		
All our staff have either a DBS enhanced check or Counter Terrorism Clearance for all national prisons, undertaken by MoJ and at a much higher level of clearance than DBS.		
Total funding requested in this application over 3 years (maximum £80,000 over three years)	Proposed grant start date	
£73350	11/1/2020	
How much funding is required each year? (Maximum £35,000 in year one with the amount requested in subsequent years tapering down as the sustainable development progresses.)		
Year 1	Year 2	Year 3
£29700	£23400	£20250
What was your organisation's expenditure in the most recent financial year?	What was your organisation's annual income in the most recent financial year?	
£270153	£234413	
What value of unrestricted reserves did your organisation have at the end of the most recent financial year?		
£116698		

Organisation Name		Reference code
Safer Living Foundation		2020-05-R018
Organisation Address		
The Visits Centre, New Lane Whatton Nottinghamshire NG13 9FQ		
Website Address		
www.saferlivingfoundation.org - in progress		
Type of organisation? (tick all that apply and complete relevant details)		
Charity	Registered Charity Number	Date Registered
No	in prog	2014
Community Interest Company	Registered Companies House Number	Date Registered
No	n/a	n/a
Social Enterprise	Social Enterprise Mark Awarded Yes/No	Date Awarded
No	No	n/a
Grant Summary		
Your grant would fund the introduction of an Operations Manager to bring a significant step-change to the organisation, ensuring a more resilient future.		
What is your organisation's purpose and geographical reach? Please include the details and number of beneficiaries your organisation supports per year. (maximum 150 words)		
<p>The Safer Living Foundation (SLF) exists to reduce sexual offending through preventative and rehabilitative initiatives. Our aim is to prevent sexual abuse, with a deep commitment to community protection and keeping vulnerable people safe. Providing safer living for the community is at the heart of our work. Our projects, both in custody and community, are reducing reoffending, changing lives and keeping communities safer. We work with high risk and high need service-users who belong to the most marginalised and stigmatised group, which elevates their risk. Over the last five years, we have launched and developed unique projects that have supported and monitored more than 70 individuals, only one of whom has committed another offence to date. To make such an impact, the SLF have used more than 4,000 volunteer hours to address the issues, triggers and motivations for sexual re-offence at the earliest possible stage.</p>		
What development will your organisation undertake with this grant? (maximum 150 words)		
<p>1. Relevant Infrastructure SLF have achieved unprecedented success in the field of rehabilitation and reintegration of ex-offenders with sexual convictions since its conception in 2014. Led by an expert board of trustees, the organisation has supported more than 60 beneficiaries, contributed to the international evidence base on the prevention and reduction of sexual abuse, and in 2019 won the prestigious 'Charity of the Year' award at the Third Sector awards. The organisation has now reached a point of maturity whereby we are seeking to improve our future resilience by introducing an</p>		

<p>experienced Operations Manager to take the organisation forward. This vital strategic leadership role will set practical and realistic plans in motion, manage growth and the further development of the SLF. To date, leadership of the organisation has been undertaken by several of the trustees on a voluntary basis, alongside their own external full-time jobs. The introduction of an Operations Manager will provide strong governance, improve operation systems and procedures and bring a step-change to the organisation, enabling its operations to scale-up in order to support the increasing demand on its services. It will push forward the charity's agenda and provide a clear structure that will enable SLF to grow as an organisation. The introduction of an Operations Manager would also enable the following components of development: 2.Clear Vision & Strategy 5.Diversity of Income Sources</p>
<p>Explain how the grant will be spent? Please include an outline of anticipated expenditure</p>
<p>With your support, we will employ an Operations Manager who will be responsible for the following:</p> <ul style="list-style-type: none"> • Oversight of all employment and line management of 11 staff • Oversight of more than 100 volunteers and their important role in the charity • Responsible for day-to-day management • Identification of risks and ensuring appropriate strategies are in place • Ensure correct practices are being adhered to • policies are up to date • Liaise with press officer and trustees with regard to external communications • Attending board meetings and other presentations, events and conferences as figurehead • Keeping up with current trends in voluntary sector and responding accordingly, as appropriate • Maintain awareness of potential incoming risks to charity / funding • Responsible for income diversification and fundraising strategy • Build a positive and productive culture in the workplace by listening to employee opinions, making adjustments, and recognising the team's accomplishments and potential <p>We ask that The Triangle Trust consider a grant of £75,000 over three years to support the cost of employing an Operations Manager with an annual salary of £48,000 pro rata (0.8FTE).</p>
<p>What are the main aims for your organisation over the next 3 years and how does this development support those aims? (maximum 150 words)</p>
<p>The SLF rely heavily on over 100 trained volunteers. Our volunteers are the lifeblood of the organisation, taking front line roles in all but one of our projects. The role of the Operations Manager will include oversight of the volunteer base. We want to invest more time and energy into our volunteer base to increase both the number of volunteers and their retention rates. Currently our volunteers remain in the organisation for an average of 12-18 months and our aim is to see this increase significantly to further future-proof the effectiveness of the projects we provide. The introduction of an Operations Manager to the organisation will relieve the board of trustees of many standard operational activities, including the line management of SLF employees. This will reduce the risk of 'burn out' among the trustees who lead the SLF on a voluntary basis in addition to full-time employment. The introduction of an Operations Manager role will not only create more sustainable, structured leadership for the organisation but it will allow the trustees to reduce their operational support, and increase their roles as governing ambassadors of the charity and in turn, enable them to focus their efforts on seeking broader and more sustainable partnerships. It will also allow the board to determine, plan and scope out further projects in areas where need is greatest. We believe that an experienced Operations Manager will increase resilience in our organisation by growing the charity sensibly and sustainably, building on our success to date, streamlining and increasing the effectiveness our services, increasing volunteer capacity and diversifying our income.</p>
<p>Who are the key people who will be responsible for delivering this? Please detail names, job titles and the roles they will have in delivering this development.</p>
<p>The role of the Operations Manager will be overseen by Lynn Saunders OBE (Chair) Professor Belinda Winder (Vice Chair). The role will be continually monitored through</p>

regular 'one to one' meetings and the role holder will undertake a mid-year appraisal and end of year appraisal. The Chair and Vice-Chair positions are voluntary and therefore the grant will not contribute to their posts.		
How will your organisation continue to sustain this development after the grant ends, detail proposed income generation where appropriate? (maximum 150 words)		
A significant area of responsibility for the role of the Operations Manager will be income diversification. The SLF currently relies on Trusts and Foundations as its central income stream, however the role holder will formulate a fundraising strategy that will look to expand income streams to include a robust regular giving, legacy and major donor income stream. As a result of the three-year funding cycle from The Triangle Trust, we expect the role holder to have generated additional funding streams that cover the cost of their salary but also work towards increasing the organisation's annual income. As such the amount we are requesting annually reduces with each year to reflect the start of the additional income generation. With expert and dedicated leadership we expect to streamline services and make cost effective savings that will also support the future sustainability of the charity. This duty is in line with similar roles across the sector and we look forward to building on our current fundraising programme to ensure the sustainability of our organisation for years to come.		
Do all staff have Disclosure and Barring Service (DBS) checks? If no please state why.		
Yes		
Reason why not all staff have DBS checks.		
Total funding requested in this application over 3 years (maximum £80,000 over three years)		Proposed grant start date
£75000		11/1/2020
How much funding is required each year? (Maximum £35,000 in year one with the amount requested in subsequent years tapering down as the sustainable development progresses.)		
Year 1	Year 2	Year 3
£30000	£25000	£20000
What was your organisation's expenditure in the most recent financial year?		What was your organisation's annual income in the most recent financial year?
£214359		£236392
What value of unrestricted reserves did your organisation have at the end of the most recent financial year?		
£31062		

Organisation Name		Reference code
Spark Inside		2020-05-R020
Organisation Address		
27 Tavistock Square		
London WC1H 9HH		
Website Address		
www.sparkinside.org		
Type of organisation? (tick all that apply and complete relevant details)		
Charity	Registered Charity Number	Date Registered
Yes	1148420	2012
Community Interest Company	Registered Companies House Number	Date Registered
No	07984016	2012
Social Enterprise	Social Enterprise Mark Awarded Yes/No	Date Awarded
No	No	
Grant Summary		
Supporting Spark Inside to develop and implement our 2021-25 strategy, underpinned by a focus on financial sustainability through income diversification and solid evidence of impact, enabling us to focus on innovation and expanding our scope/scale/impact.		
What is your organisation's purpose and geographical reach? Please include the details and number of beneficiaries your organisation supports per year. (maximum 150 words)		
Spark Inside's purpose is to utilise coaching-based interventions in prisons and YOIs in London and the South East to transform them into places of safety and rehabilitation and to contribute towards a reduction in reoffending. We take life coaching to 15-to-25-year-old boys and men, and use systems coaching to bring together prison officers and prisoners. The Hero's Journey TM is our structured life coaching programme, in prison and through-the-gates, building motivation to change, decreasing in-prison violence and creating an identity away from crime. External evaluation has shown this programme reduces reoffending by up to one third. The Conversation ® (our Systems Coaching Programme) brings together large groups of prison staff and prisoners in a facilitated group coaching process to enhance relationships, improve empathy, and support sustained, positive cultural change on prison wings. External evaluation has shown an 81% increase in positive prisoner behaviour. In 2018/19, we engaged 260 people in prison.		
What development will your organisation undertake with this grant? (maximum 150 words)		
1. Clear Vision & Strategy This grant will support Spark Inside at an important time of reflection on our work and future plans. Our new CEO is in post, and this year we will develop our 2021-25 strategy. We have established our first in-prison advisory board (bringing together prisoners and prison staff to provide ongoing input into programme development/delivery) and plan to expand this to more prisons this year (depending on		

<p>the coronavirus crisis). Under new leadership, and with the opportunity to gain vital input from people with lived experience, we are in an excellent position to reflect on learning to date (internal/external, including the impact of the coronavirus), set out our vision for Spark Inside's development, agree targets, processes and systems for achieving this, and begin implementation. This will involve: increasing our reach and impact through new partnerships (e.g. social licensing work) enabling us to move beyond London; taking the Hero's Journey into the community; rolling out the Hero's Journey Black Perspective (recently piloted, for Black/dual heritage men) to more prisons; developing an ambassador programme; investigating peer-to-peer coaching; how to resource this – developing a fundraising plan including income diversification; what staff training/skills development is required; and how to strengthen evaluation/demonstrate impact. Also relevant areas: 3. Market Positioning 4. Demonstrate & Evidence Outcomes & Quality 5. Diversity of Income Sources</p>
<p>Explain how the grant will be spent? Please include an outline of anticipated expenditure</p>
<p>The grant will be spent on the core costs of Spark Inside, for example salaries and on-costs of the Senior Management Team, evaluation costs, beneficiary consultation costs (through our in-prison advisory boards), monitoring and evaluation costs and other running costs.</p>
<p>What are the main aims for your organisation over the next 3 years and how does this development support those aims? (maximum 150 words)</p>
<p>By developing and implementing a new strategic plan, and by the end of the grant, Spark Inside will have sustained its ability to change lives through coaching and maintained our position as a pioneering organisation which creates, delivers and shares rehabilitation-focused coaching that transforms people's lives. By trialling and rolling-out new, innovative programmes/approaches, we will not only have achieved greater impact, but also inspired new funders to help sustain our work and retained existing funders via fresh new projects. With solid evidence to demonstrate impact, we will be better-equipped to influence others, build partnerships, inspire replication of our programmes (social licensing), and influence decision-makers. This will maximise our impact both on individuals and on wider systems change – positively affecting the thousands of people who enter the prison system every year. Diversifying income sources (e.g. crowdfunding, philanthropy) will avoid over-reliance on one type of income, mitigate risks around commissioned funding, and build overall financial sustainability. We will measure this by monitoring progress against key milestones, including: new strategic plan finalised by Autumn 2020; new programmes developed and implemented; evaluations produced; income raised through new sources; and number of young people/prisons reached through our direct frontline work and social licensing.</p>
<p>Who are the key people who will be responsible for delivering this? Please detail names, job titles and the roles they will have in delivering this development.</p>
<p>Spark Inside has an experienced leadership team who will be responsible for delivering this work. Our CEO, Vicki Cardwell, joined in 2020 after a decade working in leadership roles in the criminal justice sector. She has led justice collaborations to secure legislative change and helped found the ground-breaking Transition to Adulthood Alliance. Head of Programme Operations, Ihona Hirving, has extensive experience in criminal justice and social enterprise, and has developed innovative services to challenge disadvantage within charities such as Victim Support. Nic Shoults, Head of Finance and Resources, has over 10 year's experience in high level finance roles in public/not-for-profit organisations. Head of Communications, Indy Cross, has 15 years' experience in marketing, communications and project management, and previously headed-up communications at the Peter Jones Foundation and the London 2012 Olympic and Paralympic Games. Spark Inside benefits from the strategic advice of experienced trustees e.g., Roma Hooper OBE (Chair), Chair of Clinks, founder/Chair of</p>

the Prison Radio Association and founder of Make Justice Work; Tiwa Akinlemibola (Treasurer), Vice President at a private equity firm; Mike Conway, a qualified coach and former prison governor; and Kenny Imafidon, campaigner, and co-founder and Managing Director of a research company specialising in social impact evaluation.		
How will your organisation continue to sustain this development after the grant ends, detail proposed income generation where appropriate? (maximum 150 words)		
At grant end, Spark Inside will have developed, and implemented, our new strategic plan. We will have a clear direction, more robust impact evidence, more diverse programmes (both in prison and the community) and income streams, and a wider range of partners to collaborate with to reach more young people and argue for systems change. We will be well placed to effect lasting change in prisons, and to sustain the organisational resilience achieved as a result of the grant. It is paramount that this work begins now, even though our programmes have been paused during the current COVID-19 crisis. As a result of current lockdown measures, young prisoners are in an even worse situation than before, which will have a huge impact on their futures. They will need us more than ever – and we are committed to adapting/growing/development now and over the next 3 years to meet this need.		
Do all staff have Disclosure and Barring Service (DBS) checks? If no please state why.		
No		
Reason why not all staff have DBS checks.		
All of Spark Inside's staff who work predominantly in the prison environment i.e. our coaches and two Service Delivery Managers are DBS checked, but it is not a requirement for staff based full time at our Head Office. Head Office staff do not have direct contact with our beneficiaries.		
Total funding requested in this application over 3 years (maximum £80,000 over three years)	Proposed grant start date	
£80000	11/1/2020	
How much funding is required each year? (Maximum £35,000 in year one with the amount requested in subsequent years tapering down as the sustainable development progresses.)		
Year 1	Year 2	Year 3
£30000	£25000	£25000
What was your organisation's expenditure in the most recent financial year?	What was your organisation's annual income in the most recent financial year?	
£683576	£730315	
What value of unrestricted reserves did your organisation have at the end of the most recent financial year?		
£373183		

Organisation Name		Reference code
Tempus Novo (New Time)		2020-05-R021
Organisation Address		
HMP Leeds, 2 Gloucester Terrace.		
Leeds Durham LS12 2TJ		
Website Address		
www.tempusnovo.org		
Type of organisation? (tick all that apply and complete relevant details)		
Charity	Registered Charity Number	Date Registered
Yes	1157079	5/14
Community Interest Company	Registered Companies House Number	Date Registered
No		
Social Enterprise	Social Enterprise Mark Awarded Yes/No	Date Awarded
No	No	
Grant Summary		
To increase the number of offenders gaining and retaining employment by developing an employment pathway into the logistics industry		
What is your organisation's purpose and geographical reach? Please include the details and number of beneficiaries your organisation supports per year. (maximum 150 words)		
Tempus Novo was founded by two ex-prison officers with the aim of assisting offenders into employment. TN works with offenders in prison and in the community to assess those who are ready to make a change and support them in preparing for employment. Once released offenders are then accessed into employment. We focus on getting offenders into jobs so that they do not drop back into their old ways. Both offenders and employers are provided with continuing support for 6 months. TN has developed a network of over 50 employers willing to take offenders with support from TN and offer jobs with reasonable remuneration. Since its establishment in 2014, TN has achieved high placement and retention rates into employment, including for serious offenders and reduced the number re-offending substantially. 148 offenders were placed into employment last year and incredibly only 6 returned to custody		
What development will your organisation undertake with this grant? (maximum 150 words)		
3. Market Positioning The aim of our proposal is to improve tempus Novo's market position in relation to employers who can be persuaded to employ ex-offenders and. In particular we want to build on our current relationships with employers in the growing logistics industry with its wide range of jobs from warehousing operative and fork-lift truck driver through HGV driver and other specialist roles to team leaders and management. TN has developed a very strong partnership with Leeds based logistics company Clipper with who we have placed over 100 offenders over the past 2 years. We have recently appointed an ex-offender as a mentor within Clipper's Leeds		

warehouse who provides peer support to offenders commencing employment with Clipper. We are making links with other large logistics companies such as Culina, XPO Logistics, Torque Logistics and Yusen Logistics who all have warehouses in West/ South Yorkshire. Taken together this has created fertile ground for developing a pathway into the Logistics industry for offenders. Over 10% of the workforce are employed in the logistics industry. There are staff shortages in the logistics industry (heightened by the coronavirus epidemic) so that the jobs are there for offenders willing to grasp the opportunity. Part of our proposal is to explore the development of preparatory training in relation to the logistics industry. One offering C&G Levels 1 and 2 or equivalent in Logistics with Hatfield Prison where the prison has indicated that workshop space would be made available to create logistics facilities. Offenders on ROTL (Release on Temporary Licence) would be able to combine this with work placements in Logistics Companies. Many companies do not currently offer foundation training in logistics. We would therefore wish to incorporate accredited training as part of work with employers and thereby enhance the offer we make to employers as well as giving offenders some qualifications.

Explain how the grant will be spent? Please include an outline of anticipated expenditure

We would like to take this further by Employing a Development Officer with experience of the Logistics Industry to establish a Logistics Industry vocational pathway. The strategy will include: - • Continuing to develop linkages and relationships with the Logistics Industry and increasing the number of Logistics companies worked with and employing offenders. • Working with offenders in the final stage of their sentence (including those released on temporary licence) and offenders leaving prison to jobs in all areas of logistics operations. We would intend to place a minimum of 80 offenders into employment during the course of the initiative, and hopefully more, if we can expand the programme quickly, in the second year. • Developing transport and logistics related accreditation such as NVQ1 and 2 in Logistics with employers and with prisons. We have held discussions to develop a pilot scheme with HMP Hatfield with NVQ accreditation provided by another of our partners, Blue Apple Training. The grant will be used to fund the salary and oncosts of the Development officer.

What are the main aims for your organisation over the next 3 years and how does this development support those aims? (maximum 150 words)

We completed the VCSE Strength Checker and obtained high scores in all areas except market positioning and impact and quality. We are already addressing the impact and quality issues separately. Our emphasis on logistics, (thought still chasing other job opportunities) is designed to increase TN's resilience by: - • Increasing our market positioning and focus on an industry which is suitable for offenders. The logistics industry employs 10% of the U.K. workforce and (coronavirus aside) is a growth industry. There are a wide variety of jobs in logistics with different skill levels and the potential for progression. • We can give offenders a kickstart through the provision of NVQ training and specific qualifications (e.g. Fork Lift Truck driver) • Demonstrating the effectiveness of a prison/ voluntary sector partnership which links in prison training to a specific industrial sector, logistics, not currently undertaken by many other prison vocational programmes. • Increasing our income through employer contributions. TN's resilience and future rests on our ability to get offenders into jobs and keeping them there. We will measure the success of the proposed initiative by our ability to access offenders to jobs in the logistics industry, their retention rates in employment and reductions in re-offending.

Who are the key people who will be responsible for delivering this? Please detail names, job titles and the roles they will have in delivering this development.

The work will be delivered by the Development Officer funded primarily through the Triangle Trust grant. The key roles or the post-holder will include: - • Liaising with existing TN logistics industry employer job providers ensuring that they are full partners

<p>with TN. • Recruiting additional Logistics Companies willing to offer jobs to offenders and ex-offenders, • Match offenders to placements with logistics companies. • Providing ongoing support to job entrants and employment provider. • Developing an even closer partnership with Hatfield Prison and Leeds Trinity University and establish a pilot NVQ level 1 and 2 vocational preparation programme. The post holder will be directly supervised and supported by TN's Chief Executive and will be integrated in to the existing staff team.</p>		
<p>How will your organisation continue to sustain this development after the grant ends, detail proposed income generation where appropriate? (maximum 150 words)</p>		
<p>To date we have focused on developing links and with and job opportunities in the logistics industry. This work has been financed by Tempus Novo using charitable and private grants and donations. However, all grant funding is by its nature temporary and we need to generate other forms of long-term income to sustain this development and Tempus Novo itself. Although employers provide jobs for offenders, we in return provide them with staff in an industry which continues to grow and has major skills shortages. We will therefore be requesting that employers make a contribution towards our costs in return for the service we provide to them. We are piloting such a scheme with Clipper Logistics and Culina Logistics who will pay TN £750 per employee against entry into jobs and job retention rates, which we will then extend to other logistics employers.</p>		
<p>Do all staff have Disclosure and Barring Service (DBS) checks? If no please state why.</p>		
<p>Yes</p>		
<p>Reason why not all staff have DBS checks.</p>		
<p></p>		
<p>Total funding requested in this application over 3 years (maximum £80,000 over three years)</p>		<p>Proposed grant start date</p>
<p>£75436</p>		<p>12/1/2020</p>
<p>How much funding is required each year? (Maximum £35,000 in year one with the amount requested in subsequent years tapering down as the sustainable development progresses.)</p>		
<p>Year 1</p>	<p>Year 2</p>	<p>Year 3</p>
<p>£30000</p>	<p>£30000</p>	<p>£15436</p>
<p>What was your organisation's expenditure in the most recent financial year?</p>		<p>What was your organisation's annual income in the most recent financial year?</p>
<p>£229149</p>		<p>£274657</p>
<p>What value of unrestricted reserves did your organisation have at the end of the most recent financial year?</p>		
<p>£71773</p>		

Organisation Name		Reference code
The Junction 42 Foundation		2020-05-R022
Organisation Address		
Venture House, Aykley Heads Durham Durham DH1 5TS		
Website Address		
under construction		
Type of organisation? (tick all that apply and complete relevant details)		
Charity	Registered Charity Number	Date Registered
Yes	1149813	2012
Community Interest Company	Registered Companies House Number	Date Registered
No	08139367	2012
Social Enterprise	Social Enterprise Mark Awarded Yes/No	Date Awarded
No	No	N/A
Grant Summary		
To increase organisational capacity and resilience through the implementation of a series of consultancy recommendations consisting of new processes and the procurement, implementation and roll-out of core business tooling including a database.		
What is your organisation's purpose and geographical reach? Please include the details and number of beneficiaries your organisation supports per year. (maximum 150 words)		
Junction 42 is an established charity which exists to see the lives of offenders, ex-offenders and their communities visibly transformed by hope. We provide a range of projects and contracted services within the prison service and in the community. We work with offenders and ex-offenders, all of whom face serious lifestyle stability issues and significant barriers due to their criminal convictions. Our work focuses on: • Reducing social isolation. • Building communities. • Addressing chaotic lifestyles. • Removing barriers to employment. • Holistic wellbeing. • Family stability. Junction 42 delivers through a range of different projects, using: • Creative Engagement. • Faith. • Employment & Enterprise. We also deliver services in the community for the Department of Work and Pensions and more recently for the Violence Reduction Unit.		
What development will your organisation undertake with this grant? (maximum 150 words)		
2. Relevant Infrastructure Since Junction 42's foundation in 2012, our team has increased by 17 and we have moved from 2 prisons and 1 community location to 5 prisons and 6 communities. We have also launched 2 new offices and we now have over 6000 client engagements per year. Despite this growth, our internal infrastructure of processes and tooling have remained the same since their implementation in 2012. Although historically sufficient, it is clear we have now outgrown this infrastructure and it is no longer fit-for-purpose and in fact hindering future growth. Junction 42 identified		

<p>this in 2018 and thus conducted a series of consultancies (including business, financial, safeguarding, media) to seek expert advice and a series of recommendations on how to upgrade the organisations infrastructure to make it more resilient, increase capacity, reduce inefficiencies and position itself for further growth. The majority of these recommendations focus on the automation and streamlining of processes, policies and the implementation of the tooling required, crucially a database. The new infrastructure will unlock the ability to more accurately and effectively evidence outcomes and quality of delivery through effective data management, which in turn will enable us to reach a more diverse pool of income sources.</p>
<p>Explain how the grant will be spent? Please include an outline of anticipated expenditure</p>
<p>6 months' salary of Technology Consultant - £16,666 Cost of database - £11,000 TOTAL: £27,666</p>
<p>What are the main aims for your organisation over the next 3 years and how does this development support those aims? (maximum 150 words)</p>
<p>Following implementation of the recommended processes, policies and fit-for-purpose tooling we anticipate (what this can be measured by is in brackets): 1) Increased operational efficiency due to reduced manual inputting and reporting and ability to see real-time data, resulting in quicker, more informed decisions reduction in operational costs) 2) Increased capacity of outreach workers due to reduced admin time (increased client engagements) 3) Full access to client data via phone/tablet enabling outreach workers to meet clients remotely as opposed to centrally (Increase in non-office engagements) 4) Stream-lined management of volunteers and staff, enabling leverage of additional capacity from a greater number of volunteers (No. of active volunteers) 5) Increased and more diverse income opportunities due to ability to publicly share accurate data and robust impact measurement (No. of communications) 6) Improved communication and relationships with donors, funders and networks (No. of communications) 7) Greater understanding of client needs resulting in innovative support tailored to exact needs (Client feedback and outcomes) 8) Richer data set we can analyse, report and act upon (Client feedback and outcomes) 9) More secure and robust Finance, Safeguarding and Risk Management policies Our commissioning bodies all have an expectation of evidence-based practice. This is embedded in our impact measurement systems with regular, established rhythms of reporting for all provisions and an Impact Measurement Administrator.</p>
<p>Who are the key people who will be responsible for delivering this? Please detail names, job titles and the roles they will have in delivering this development.</p>
<p>1) Joanne O'Connor – Director and Founder – responsible for overseeing the project and confirming all organisational priorities 2) Laura Grant – Technology Consultant (ex-Accenture consultant) – responsible for the implementation of the recommendations</p>
<p>How will your organisation continue to sustain this development after the grant ends, detail proposed income generation where appropriate? (maximum 150 words)</p>
<p>The implementation of the recommendations is a one-off project which will have a high and lasting impact. The organisation will continue to sustain this development after the project is complete as all the new processes and tools will be thoroughly embedded into the organisation and become the 'new normal'. Every time a new tool or process is implemented it will be trialled, communicated, applicable user and owner training will be conducted, rolled-out, a period of support will be given and a handover to the defined tooling/process owner (who will be a current member of staff) will take place. For the database, a low-cost support service may be purchased if required ensuring that updates take place and there is support for any technical problems that may occur.</p>
<p>Do all staff have Disclosure and Barring Service (DBS) checks? If no please state why.</p>
<p>No</p>
<p>Reason why not all staff have DBS checks.</p>

Yes for all client-facing roles. For office roles, this is not required.		
Total funding requested in this application over 3 years (maximum £80,000 over three years)		Proposed grant start date
£27666		11/1/2020
How much funding is required each year? (Maximum £35,000 in year one with the amount requested in subsequent years tapering down as the sustainable development progresses.)		
Year 1	Year 2	Year 3
£27666	£0	£0
What was your organisation's expenditure in the most recent financial year?		What was your organisation's annual income in the most recent financial year?
£403817		£409020
What value of unrestricted reserves did your organisation have at the end of the most recent financial year?		
£145171		

Organisation Name		Reference code
The Nehemiah Project		2020-05-R023
Organisation Address		
47 Tooting Bec Gardens		
Streatham London SW16 1RF		
Website Address		
www.tnp.org.uk		
Type of organisation? (tick all that apply and complete relevant details)		
Charity	Registered Charity Number	Date Registered
Yes	1058536	1996
Community Interest Company	Registered Companies House Number	Date Registered
No	3255850	1996
Social Enterprise	Social Enterprise Mark Awarded Yes/No	Date Awarded
No	No	
Grant Summary		
To start a Peer-led mentoring initiative which will train graduated Nehemiah Residents as peer mentors, progressing to trained recovery coaches for Nehemiah and other agencies across the sector as a spring board into employment.		
What is your organisation's purpose and geographical reach? Please include the details and number of beneficiaries your organisation supports per year. (maximum 150 words)		
We provide a home and support for men with a history of addiction and crime. Our residential programme is abstinence-based and enables men to address the root causes of their addiction within a supportive environment. With over 20 years' experience, our holistic, peer group approach to recovery creates a safe place where men can go through the challenging and painful, but also rewarding process of reviewing their lives and create a foundation on which to build a future. Last year the charity supported 48 men. We will have the capacity to support approximately 60 men per year as we open a fifth house in Croydon later this year.		
What development will your organisation undertake with this grant? (maximum 150 words)		
Relevant Infrastructure The component that fits with the work that our organisation will undertake with this grant is Relevant Infrastructure as the peer-led mentoring initiative will increase the capacity of the organisation to work with our Residents and others in recovery. Trained peer mentors will bring added value to the Supported Housing Team, especially as we grow the charity, opening more houses and supporting more men at the same time as developing the skills of Residents who train as mentors. Ultimately, our aim is for peer mentors to progress to trained and qualified recovery practitioners so that they can secure employment either with Nehemiah or other organisations across the sector. We have found over the last couple of years, that recruiting good recovery practitioners is becoming more challenging and there is a shortage in the		

<p>sector. By giving those that have been in recovery themselves, the opportunity to train in this profession, the recovery community as a whole will benefit as well as The Nehemiah Project. We will aim to run peer mentoring training three times per year and accredited recovery coach training twice per year and want between 15-20 people trained and mentoring every year.</p>
<p>Explain how the grant will be spent? Please include an outline of anticipated expenditure</p>
<p>The grant will be spent on peer mentoring and accredited recovery coach training for Nehemiah Residents and others in the recovery community. Initial training will be delivered by a the Operations Director of Changes UK, a recovery charity based in Birmingham and will be co-facilitated by one of Nehemiah's Supported Housing Workers, who will then deliver the training going forward. Nehemiah has been in discussion with Changes UK for over one year in order to share best practice. The grant will contribute towards the salary of one of the Nehemiah Supported Housing Workers who will deliver the peer mentoring and recovery coach training, providing on-going support for the Residents undergoing training. Our plan is to open up the Recovery Coach training to others in recovery in the community who want to train as a coach/practitioner. Expenditure: Nehemiah Supported Housing Worker Salary x 3 years = £36,000 Training costs and materials x 3 years = £30,000 Transport expenses for trainer x 3 years = £1,000 Room hire for training x 3 years = £1,500 Refreshments for training x 3 years = £1,500 Accommodation for Trainer x 1 year £500 Overheads x 3 years = £4,500 Total cost = £75,000</p>
<p>What are the main aims for your organisation over the next 3 years and how does this development support those aims? (maximum 150 words)</p>
<p>The organisations's resilience will have improved by the end of this grant as we will have a pool of trained mentors and a bank of trained recovery coaches to work with Nehemiah Residents. This will be measured by the number of Residents trained as peer mentors to help and support new men coming to the charity and the number of men who successfully graduate from Nehemiah's recovery programme as a result. We will also measure the number of Residents and others in recovery who become qualified recovery practitioners and secure employment as a result. There is a high turnover of staff in this sector and this opportunity will provided a route in. Nehemiah has commissioned EIDO Research to do a three year longitudinal piece of research which looks at success pathways, so this initiative will be included in this research.</p>
<p>Who are the key people who will be responsible for delivering this? Please detail names, job titles and the roles they will have in delivering this development.</p>
<p>One of Nehemiah's Supported Housing Workers will be responsible for overseeing and delivering the Peer mentoring training once the initial training and support has been given by the Operations Director at Changes UK. The Supported Housing Worker will be managed by Nehemiah's Supported Housing Manger who reports to the Chief Executive Officer. The Supported Housing Worker will be regularly supervised by their manager and will receive support from the whole team as well as advice from Changes UK. The grant will contribute towards the cost of the Supported Housing Worker which represents their time spent on the initiative.</p>
<p>How will your organisation continue to sustain this development after the grant ends, detail proposed income generation where appropriate? (maximum 150 words)</p>
<p>Our aim is for the accredited recovery coaching element of the initiative to be opened up to people outside of Nehemiah who have experienced recovery themselves. There will be a cost for the training which will help to fund the course and the Supported Housing Worker costs. We will aim to fund any shortfall for the initiative ourselves and build this into our budget going forward as an integral part of our service. The costs of this will be included in our Fundraising Strategy, the same as with other programmes and initiatives we have introduced over the last two years such as the Family Support</p>

and Nehemiah Works employment and training programmes. Nehemiah's Development Director has been able to increase fundraising income by 130% over the last two years.		
Do all staff have Disclosure and Barring Service (DBS) checks? If no please state why.		
Yes		
Reason why not all staff have DBS checks.		
Total funding requested in this application over 3 years (maximum £80,000 over three years)		Proposed grant start date
£75000		11/1/2020
How much funding is required each year? (Maximum £35,000 in year one with the amount requested in subsequent years tapering down as the sustainable development progresses.)		
Year 1	Year 2	Year 3
£25000	£25000	£25000
What was your organisation's expenditure in the most recent financial year?		What was your organisation's annual income in the most recent financial year?
£536364		£557942
What value of unrestricted reserves did your organisation have at the end of the most recent financial year?		
£92388		

**Development
Grant
Application
REHABILITATION**

Organisation Name		Reference code
Treasures Foundation		2020-05-R024
Organisation Address		
256 Rotherhithe Street		
Rotherhithe London SE16 5RN		
Website Address		
www.treasuresfoundation.org		
Type of organisation? (tick all that apply and complete relevant details)		
Charity	Registered Charity Number	Date Registered
Yes	1131292	2009
Community Interest Company	Registered Companies House Number	Date Registered
No	6937026	2009
Social Enterprise	Social Enterprise Mark Awarded Yes/No	Date Awarded
No	No	
Grant Summary		
To bolster and agree the vision and strategic direction of Treasures' work with female ex-offenders, putting in place staff capacity for us to make the most of emerging opportunities.		
What is your organisation's purpose and geographical reach? Please include the details and number of beneficiaries your organisation supports per year. (maximum 150 words)		
Treasures exists to help female ex-offenders with drug and alcohol problems, find the treasures within themselves. This is clearly articulated in our governing documents. All of those we work with have involvement in the criminal justice system. We visit prisons to do talks to around 200 women per year and make links with women who would benefit from coming to our abstinent houses. Through our 3 houses we help an average of 12 women per year through 1-2-1 work, Independent Living groups 6 days a week and easing them into the community through groups, volunteering training and working. Beyond this we support community groups like Narcotics/Alcoholics anonymous through which we help an estimated 425 individuals. Women come from prisons mainly around London and our houses are in Newham.		
What development will your organisation undertake with this grant? (maximum 150 words)		
1. Clear Vision & Strategy Is the main focus of the work as it is the bedrock of improving all of the other areas that we will work on, including: 2. Relevant Infrastructure 3. Market Positioning 4. Demonstrate & Evidence Outcomes & Quality 5. Diversity of Income Sources		
Explain how the grant will be spent? Please include an outline of anticipated expenditure		
The grant will enable us to fund extra hours for our Lead Key Worker so that our CEO is freed up further to develop the vision and strategy with trustees (£20,000). It will pay		

a proportion of current costs for the CEO (£5,000), Development Manager (£2,000), Finance Manager (£1,500) and Quality Manager (£1,500). (Figures are for Year 1) Each of these roles will be involved in gathering stakeholder viewpoints on the vision and strategy (eg liaising with beneficiaries) and will be an important part of preparing the infrastructure for growth. The CEO and Development Manager will work to create a Summary and Main Document Business Plan with clear milestones. We are looking for funding for three years so that we can implement the vision and strategy (area 1), bolster the other areas (areas 2-5) and make further the take up of what are now emerging plans. This includes options to open step-down flats for women coming out of our normal supported housing (we have been pledged the majority of funds for this), explore other step-down options with some other houses that are possibly being offered to us, explore enterprise options and explore working on the former Holloway site providing training for offenders.

What are the main aims for your organisation over the next 3 years and how does this development support those aims? (maximum 150 words)

We will measure improvement using the VCSE Strength Checker results, noting progress in each area. At present we have an overall score of 59%. Had we done the Strength Checker 3 years ago this score would have been significantly worse. We want to continue the momentum of improvement and have support from the National Community Lottery fund starting in June 2020 to bolster the work of our Quality Manager to improve Quality and Impact, an area where we scored only 35%. In terms of your funding we agree with the rationale on your Journey to Resilience page that it is helpful to have the foundation of good governance as a starting point, so we will start by improving on improving the Strategy and Planning score from 58% to 70%. This will be through improving the strength of our trustee board with having clear Role Descriptions and further training. Our staff will help draw together stakeholders to overhaul the Business Plan which will set targets for the other areas. As well as the Strength Checker we will survey stakeholders (beneficiaries, staff, volunteers and supporters), record case studies and run a focus group with the staff and trustees annually. These will use the Strength Checker headings as areas for focus, but provide space to note other changes too, so that we can consider unexpected outcomes of the grant. Currently we expect targets to include the following by Year 3, but will hone these after Year 1 plans are set. Strategy and Planning 58% to 90% Sustainability improve from 65% to 75% Market Opportunities 51% to 70% Track Record and Capabilities 62% to 70% Quality and Impact 35% to 70% Our evaluation will draw upon all of the above and consider the context of how other services are running (drawing on information from groups like Small Charities Coalition, NVCO, FSI and other services directly).

Who are the key people who will be responsible for delivering this? Please detail names, job titles and the roles they will have in delivering this development.

Staff funded through this grant Lead Key Worker - delivering work in our current 3 houses and helping to implement systems of working with four new flats that are step-down accommodation to help ex-offenders grow further into independent living. Freeing the CEO up to work on Vision and Strategy. CEO - Working with stakeholders and the Quality and Development Manager to gather input into the vision and Business Plan and working to agree this with the trustees (Leadership and Strategy). Establishing systems of working for the 4 new flats due to be ready in 2021. Exploring new ideas through networks including options to deliver training at the Holloway site. Development Manager - establishing systems and reminders for milestones to ensure that we are ready to report to trustees and external bodies including Triangle. Comparing and visiting other organisations to compare our Market Positioning. Quality Manager - Organising training, ensuring quality and beneficiary input into the new houses and any future options for delivery so that to check the quality of Capacity and Infrastructure. Finance Manager - Continue to improve our financial controls and make

<p>adaptions to allow for the new houses and any other future options. Trustees (not funded through this grant) To be part of working groups and to grow into the responsibility areas that have been set for each of them. To improve the efficacy of meetings through going on and implementing training. To grow in their ability to ask pertinent, helpful and challenging questions within and beyond the trustee meetings to ensure that the Business Plan is renewed and implimented.</p>		
<p>How will your organisation continue to sustain this development after the grant ends, detail proposed income generation where appropriate? (maximum 150 words)</p>		
<p>Considering your Journey to Resilience, the above will help with 1,2 and 3. We currently have a grant from the National Community Lottery which is helping us with Evidencing Quality and Impact (4). 1-5 are the building blocks for 5. We are pleased to have already started working on this area and have moved from being reliant on funding from Housing Benefits and the landlord to a portfolio of trusts, a limited number of individuals and even a small proportion from businesses. As funding is for three years this will provide time to bed in the new four houses and the Business Plan and to look at social enterprise options which include ex-offenders. The Development Manager has a background of over 20 years in fundraising so will be looking to diversify fundraised income. Her track record prior to Treasures, and over the last 3 years, has proven her ability to improve sustainability.</p>		
<p>Do all staff have Disclosure and Barring Service (DBS) checks? If no please state why.</p>		
<p>Yes</p>		
<p>Reason why not all staff have DBS checks.</p>		
<p></p>		
<p>Total funding requested in this application over 3 years (maximum £80,000 over three years)</p>		<p>Proposed grant start date</p>
<p>£80000</p>		<p>11/1/2021</p>
<p>How much funding is required each year? (Maximum £35,000 in year one with the amount requested in subsequent years tapering down as the sustainable development progresses.)</p>		
<p>Year 1</p>	<p>Year 2</p>	<p>Year 3</p>
<p>£30000</p>	<p>£25225</p>	<p>£24775</p>
<p>What was your organisation's expenditure in the most recent financial year?</p>		<p>What was your organisation's annual income in the most recent financial year?</p>
<p>£136077</p>		<p>£144854</p>
<p>What value of unrestricted reserves did your organisation have at the end of the most recent financial year?</p>		
<p>£8032</p>		

Organisation Name		Reference code
Yellow Ribbon Community Chaplaincy		2020-05-R027
Organisation Address		
Meeting Point House		
Telford Shropshire TF3 4HS		
Website Address		
www.yellowribbonuk.org.uk		
Type of organisation? (tick all that apply and complete relevant details)		
Charity	Registered Charity Number	Date Registered
Yes	1168292	2016
Community Interest Company	Registered Companies House Number	Date Registered
No	09639884	2015
Social Enterprise	Social Enterprise Mark Awarded Yes/No	Date Awarded
No	No	
Grant Summary		
The purpose is to enable Yellow Ribbon to make a step change in its infrastructure so that it can deliver its holistic service to prisoners being released to the wider Black Country Area		
What is your organisation's purpose and geographical reach? Please include the details and number of beneficiaries your organisation supports per year. (maximum 150 words)		
Our purpose is to provide holistic support to people leaving prison. We help our beneficiaries bridge a number of gaps and navigate the obstacles they face in building independent and fulfilled lives. These include having somewhere safe and stable to live: something meaningful to do and someone to walk alongside them. We aim to bring hope and build new effective pathways that are sustainable both at a strategic and individual level. We currently work with 140 people a year who have served short to medium term sentences. We support substance misuse recovery and employment skill development, giving many opportunities to try new skills in our projects. Our purpose is to continue to grow and bridge further gaps in provision particularly in the Black Country which has little support for prison leavers. There is an over provision of unsuitable hostels in the main centre of Birmingham so reducing reoffending is challenging there. We are seeking to enable Black Country people have effective support.		
What development will your organisation undertake with this grant? (maximum 150 words)		
2. Relevant Infrastructure KEY ONE 3. Market Positioning 4. Demonstrate & Evidence Outcomes & Quality Our main focus will be developing the relevant infrastructure to meet our ambitious vision. Strong governance is already being embedded following the recruitment of trustees with significant sector and strategic experience. Yellow Ribbon has created well defined services which meet the known gaps within the West		

Midlands criminal justice sector. There is clear support from both prisons and probation to expand. However, our experience of rapid expansion shows that whilst we like to feel ahead of 5. Diversity of Income Sources the market and are always looking for ways to change, sometimes we develop too much and too quickly. The pressures from working in a demanding sector can mean we struggle to implement what is needed. Through our development of a bespoke housing and employability project we have developed diverse funding streams to ensure our work is sustainable, although there are still important income sources such as donations which are under-utilised. Performance management is good but in order to improve the outcomes for our vulnerable clients a focus on skills within the support staff is needed; more effective target and appraisal systems, more resilience in the staffing structure so we are less dependant on one or two key people. Building effective infrastructure is vital to replicate a full range of services from Shropshire into the wider area of the Black Country.

Explain how the grant will be spent? Please include an outline of anticipated expenditure

The grant will be spent on developing robust recruitment, training and appraisal systems for staff. Helping us to develop a more effective approach to the planning and implementation of new projects. Ensuring our staff structure and skill balance is fit for purpose and replicable as we grow. Undertake regular reviews of internal and external risks to identify learning points and ensure that operational policies and procedures are appropriate and effective for a growing organisation. Investment in providing a robust operational management structure. Develop HR programme (2 days a week – 12m project) - £12,000 Operations environment including communications strategy - £26,500 Training costs - £10,000 External assessment costs - £1,500

What are the main aims for your organisation over the next 3 years and how does this development support those aims? (maximum 150 words)

We will be able to demonstrate to funders and customers resilience by being the first choice in the field. Staff will have the capacity to deliver a high calibre service and resilience to cope with unexpected challenges. We will not be reliant on one or two key people but the experience and knowledge in the organisation will be such that resilience will improve. We can point to sustained delivery against, and review of, our ongoing mission. We will have the capacity and skills in place in the staff team both for our current needs and for our growth plans. Staff will consistently perform strongly, and we will have a strong training and development plan for the organisation which allows us to build the staff skills and qualifications we need for the future, and retain our best people As a baseline we have undertaken the VCSE strength-checker and will seek to undertake this on an annual basis. We will commission an external review at the end of the 2 years with the aim of obtaining an HR people standard. We will undertake regular client, staff and partner feedback loops to embed learning in the organisation

Who are the key people who will be responsible for delivering this? Please detail names, job titles and the roles they will have in delivering this development.

HR Manager/Consultant (P/T) – Reporting to: CEO Key internal relationships: Head of Ops, Office Manager, Trustees (at Trustee meetings), YR staff, YR clients Key external relationships: Training providers and Colleges, Probation and Prison contacts Purpose: To provide a comprehensive people management consultancy (HR & Training) service to help achieve YR vision and strategy through effective infrastructure, staff and processes Key Result Areas: Determine appropriate infrastructure and staff requirements including volunteer pathways for clients, with Head of Ops Develop recruitment systems Develop HR policies and processes Develop and conduct T&D analysis at organisational and individual level, with Head of Ops Develop people development process (ie appraisal) for managing performance, T&D needs, aspirations and longer term personal development Source external training providers Work with Head of Ops to develop and implement annual training plan and deliver to schedule and budget Evaluate all activity to demonstrate effectiveness and

<p>added value Head of Ops (Enhanced requirements) Reporting to: CEO Key internal relationships: HR Manager, Office Manager, Trustees (at Trustee meetings), YR staff, YR clients Key external relationships: Probation and Prison contacts, Drugs agencies, Police, Community organisations and partners Purpose: To provide a comprehensive Operational management to help achieve YR vision and strategy through effective infrastructure, staff and processes Key Result Areas: Working with HR Manager determine appropriate infrastructure and staff requirements including volunteer pathways for clients, with Head of Ops Develop recruitment systems Develop Operational policies and processes Develop and conduct T&D analysis at organisational and individual level, with HR manager Develop people development process (ie appraisal) for managing performance, T&D need.</p>		
<p>How will your organisation continue to sustain this development after the grant ends, detail proposed income generation where appropriate? (maximum 150 words)</p>		
<p>At the end of two years, Yellow Ribbon will be investment ready for contracting services at a regional level. We will have a strong training and development structure with all the relevant costs built into funding bids. We will clearly demonstrate and provide evidence for a highly successful track record in the areas of business in which we wish to grow. We will have countless customer endorsements and references we can draw on as well as strong service user feedback analysis and research. We will have several staff members who between them have a substantial personal track record of delivery, both within and outside of our organisation. The practice of future visioning and business development will be well embedded in the organisation and they will be confident that we meet all expectations providing hope and a successful route through the many challenges that our clients face.</p>		
<p>Do all staff have Disclosure and Barring Service (DBS) checks? If no please state why.</p>		
<p>Yes</p>		
<p>Reason why not all staff have DBS checks.</p>		
<p></p>		
<p>Total funding requested in this application over 3 years (maximum £80,000 over three years)</p>		<p>Proposed grant start date</p>
<p>£50000</p>		<p>11/1/2020</p>
<p>How much funding is required each year? (Maximum £35,000 in year one with the amount requested in subsequent years tapering down as the sustainable development progresses.)</p>		
<p>Year 1</p>	<p>Year 2</p>	<p>Year 3</p>
<p>£25000</p>	<p>£25000</p>	<p>£0</p>
<p>What was your organisation's expenditure in the most recent financial year?</p>		<p>What was your organisation's annual income in the most recent financial year?</p>
<p>£220084</p>		<p>£218824</p>
<p>What value of unrestricted reserves did your organisation have at the end of the most recent financial year?</p>		
<p>£23877</p>		