

Agenda Item 7

Date 23rd March 2023

Title Triangle Trust Grant Strategy 2023-28

1.0 Purpose of paper

For Trustees to agree the Grants Strategy for 2023-28.

2.0 Summary

Since June 2022 Trustees have been asked to consider some big questions about the Trust's new long-term five-year strategy. As a result of all of these discussions the new strategy has been developed and now requires Trustee sign off.

- The new strategy will be launched at the beginning of April 2023.
- The criteria will focus on;
 - Young people in contact with, or at high risk of contact with, the criminal justice system.
- A Theory of Change has been developed for the strategy with the end goal of the strategy being 'Reducing first offences or reoffending rates and young people moving on positively with their lives'.
- Trustees agreed that two funding rounds a year should continue to run.
- It was also agreed that funding levels would be increased to maximum of £80,000 over a two-year period.
- To manage application numbers, it was agreed that there would be an annual theme or focus. For 2023/24 Trustees agreed that this would be 'Sport for Change'. To further manage numbers and produce cohorts of natural peers it is recommended that the first funding round focus on young people who already have a conviction and the second on young people who are at high risk of committing a first offence.
- The Spark Programme will continue to form a key part of the strategy and be delivered with Cranfield Trust for the next three years.
- Up to 20% of the annual grant spend will be allocated to strategic grant funding. In year 1 this will fund legacy grants for the young carers sector. An application from Kinship will be brought to the March 2023 meeting for approval and an application from Place2Be will be brought to the June 2023 meeting for consideration.

- This paper provides final detail on the strategy for 2023-28 with a reminder of the decisions and suggestions that were made by Trustees.

3.0 Recommendations

Trustees are requested to

- (i) Approve the strategy as ready to run at the beginning of April 2023.
- (ii) Agree that as part of the strategy a further three year grant with a total value of £90,000 be awarded to Cranfield Trust to continue running the Spark Programme.

4.0 Supporting information

4.1 Strategy discussions have taken place at Trustee meetings since June 2022, when we discussed the Characteristics of Foundations exercise and identified five key pillars that should underpin the new strategy. These were;

- Doing more but balancing this with resources and cost
- Looking further at how the Trust can influence systemic change and how impact can be supported at an earlier point alongside meeting immediate needs
- Bringing the voices of people who have experienced issues we support into our decision making
- Understanding more about the impact we are contributing to and using that to help us improve what we do and share our learning, and
- Work with others to amplify our impact and make the most of the assets we have

In October and December 2022, we had further discussions about key questions linked to the development of the strategy and at the February 2023 Away Day we pulled much of this together, looked at a Theory of Change and discussed the overall strategy goals.

4.2 Focus of strategy

- **Priorities** - Young people who already have a history of offending or who are at high risk of a registering a first offence.
- **Focus** – Projects that specifically aim to reduce the likelihood of a young person either committing a first offence or reoffending and support them to move on positively with their lives.
- **Age** – 12-25 years

4.3 Proportion of grants made through advertised applications against strategic grants

Strategic grants have been a relatively new addition to our approach to grant making and have been made on an 'as and when' basis. Discussions about the strategy identified early on the potential for strategic grants to support our aspiration of influencing systemic change and supporting impact at an earlier point.

At the December 2022 meeting it was agreed that strategic grants should be relatively long, between 3-5 years, and large enough to add key value to grantees. They should involve the Trust identifying models that have the potential to have the most impact and are delivered by good organisations with track records.

With an annual grant making budget of £1,000,000 it was agreed that strategic grants would form around 20% of this annual spend but that a specific target would not be

set. It was suggested that rather than thinking in terms of an annual spend that we should think about the strategic grant allocation as being £1m over five years. This will allow for movement between annual budgets that will enable under or over spends to ensure we are able to fund suitable opportunities as they arise.

4.4 Grant size and length

Recent funding rounds for both young offenders and young carers has highlighted that most applications have budgeted for a part time worker. Salary costs make up the biggest element of any application and the current grant levels have not allowed enough budget for a full-time worker and other project costs. A survey of current grantees established that full time salaries for the kind of roles that our funding supports range from £23,000 to £36,000 depending on experience, seniority and location. With a £30,000 annual upper limit this obviously restricts the amount of budget that can be allocated to staff costs.

Increasing the value of the annual grant award and the number of years that funding can run for has a direct impact on the number of grants that can be made. A number of variations of grant amount and length were shared with Trustees to illustrate the effect this will have on grantee numbers and the potential impact the Trust's funding will contribute to. After discussion it was agreed that increasing the maximum grant amount that can be applied for to £80,000 but keeping the grant term to two years was the best way of addressing this challenge. This will enable at the minimum 10 grants to be made each year.

Recommendation – that the size of grant is increased to a maximum of £80,000 over a two-year period. The grant length will remain at two years.

4.5 Number of funding rounds

Having two funding rounds each year has worked well for the Trust. It enables us to manage application numbers with the resources that we have available and provides the sector with two opportunities to make an application, which helps with planning. Whilst it might be appropriate to look at different ways of receiving applications in the future, there seems little value currently in changing this from twice a year.

Strategic grants will be considered at any Trustee meeting to ensure that decisions can be made in good time to be able to capitalise on opportunities when they arise.

Recommendation - that the number of funding rounds for grant applications remains at two but that strategic grants are considered at any Trustee meeting.

5.0 Adopting an annual focus or approach

In an attempt to manage application numbers, it was agreed that an annual focus or theme would be adopted. These would be identified and agreed by Trustees across the June and October Trustee meetings so that the next opportunities can be advertised in good time and enable applicants to start planning their proposals.

For 2023-24 it was agreed that Sport for Change would be the theme. At the February Away Day, Trustees heard from Sport for Change sector experts about how a Sport for Change programme differs from other sporting activities, the different elements you would expect to see in this model, the kind of impact these interventions can have and how funders can use this approach to support social change.

Sport for Change interventions can work in all kinds of settings and have proved effective in engaging with hard-to-reach young people. The approach has been used with great success to address issues such as gang conflict and violence, community conflict and inclusion as well as developing employment skills and improving mental health. Young people who have been in prison and those with criminal convictions have traditionally responded well to these kinds of projects.

- **Priorities** - Projects that work with young people from BAME communities, young women and care leavers will continue to be prioritised but will not form the sole focus of the programme. Application numbers from organisations wanting to work exclusively with these groups have traditionally been low, despite them being over-represented in the criminal justice system, so more work needs to be done to encourage applications focused in these areas. These three groups remain highly relevant and vital to prioritise.
- **Intervention point** – Proposals can focus on work that either starts whilst still in prison or through the gate. Applicants will need to show that they already work with young offenders and have the expertise and a track record of supporting them to secure positive outcomes.

We do not want to support brand new projects to be set up but instead help organisations build on and enhance what they are already doing. For each annual focus or theme applicants will need to demonstrate in their applications how they are best placed to be working with the young people they are targeting and clearly outline referral routes into the project.

For young people at high risk of a first offence, applicants will need to show that they are targeting those closest to the criminal justice system and not just running diversionary activities to address issues such as anti-social behaviour. It may mean that we will look to fund proposals that are targeting young people who have received both formal and informal Out of Court Disposals (OCD), those who are linked in with Youth Offending Team Prevention Programmes, other kinds of point of arrest diversion programmes and those who are linked to HMPPS teams.

- **Focus** – Organisations eligible to apply will need to show that they are using Sport for Change interventions to help young people secure positive outcomes that reduce their reoffending or stop a young person from committing a first offence. Therefore, we will fund projects that combine both prison based and community interventions that provide support and mentoring to create tangible outcomes away from offending and the criminal justice system.

It is important that we have a clear definition of a Sport for Change intervention and a common one used by InFocus, which meets our strategy aspirations well and is recommended we adopt, is below;

- *Is **intentional** in its' use of sport and physical activity to **attain specific social development objectives**.*
- *Aims to effect a series of changes (outcomes) for an **intended target audience** and employs a particular approach to the design and delivery of a sport and physical activity intervention that helps **leverage the positive attributes of sport**, to optimise the social objectives achieved.*
- *Gives priority to the achievement of these social objectives, **above any sporting performance objectives**.*

Having two application opportunities across the year provides us with an opportunity to split our funding between the two distinct groups of young people; those who have already received a criminal conviction and have served a sentence and those at high risk of registering a first offence. We already have worked with young people who have received a conviction and understand this group more fully, so it is recommended that our first funding opportunity in 2023 focuses on this group. This will both provide a natural cohort of projects working with this group as well as give us additional time to finalise the target group criteria for those at high risk of offending. This will then form the second opportunity for the year.

- **Types of organisations to fund** – For the 2021 and 2022 strategies we recognised that young offenders are different to older offenders and have specific support needs. Many will feel alienated and put off by projects working solely with offenders (especially if they work with older offenders) and equally many of those projects lack the skills to work effectively with young people. We agreed to accept applications from both specialist criminal justice organisations experienced in working with young offenders and organisations working with vulnerable young people who have a track record of effectively working with young offenders. This move away from only funding organisations working with ex-offenders proved to be a good one and has allowed us to fund organisations who would previously have been ineligible. These broader criteria should continue to be applied for the 2023-28 strategy and any organisation not able to clearly demonstrate these elements will not progress beyond the first filtering stage of shortlisting.

<p>Recommendation – that an annual approach or focus be agreed for the strategy and that in year 1 this will be Sport for Change.</p>
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6.0 Theory of Change

- 6.1 A Theory of Change has been developed for the strategy that has the ultimate goal of 'Reducing first offences or reoffending rates and young people moving on positively with their lives'. Four key activities have been identified to achieve this aim

– grant making, supporting grantees to network with each other, funding the capacity building of grantees and sharing learning linked to what we do.

This document, together with a more detailed explanation of each activity, articulates the aims of the strategy, how we were going to deliver it and how we expect change to happen.

- 6.2 **Capacity building and networking between grantees** - these two strands of the Theory of Change have to date been delivered in partnership with The Cranfield Trust via a grant to them. They have provided, or will provide, all of the young carer and young offender grantees over the past two years with consultancy and mentoring support as part of our Funder Plus offer to grantees named the ‘Spark Programme’.

Networking has been developed in a number of ways. As part of the partnership with Cranfield Trust, three rounds of five facilitated Peer 2 Peer exchanges have taken place with cohorts of grantees. Peer 2 Peer Exchanges with the final round of young offender grants that are currently being considered will take place in May and June 23. These sessions have taken the form of 90-minute action learning sessions focused on key issues identified by the participants. There is also a grantee area on the website which is in development for their use and an ongoing programme of opportunities to share and collaborate is being developed.

This opportunity, alongside the consultancy and mentoring support, has been extremely positively received by grantees and recognised as adding significant value to the overall funding offer. Working with Cranfield Trust continues to represent extremely good value for money in terms of the support that projects receive against the cost of the work. Consultancy and/or mentoring will be offered to all grantees and 10 Peer 2 Peer Exchanges run annually (5 for each cohort).

At the February Away Day it was agreed that Cranfield Trust would be awarded a further grant for three years to continue delivering the Spark Programme. After three years this will be reviewed and a decision made about how this element of the strategy will be delivered for the final two years.

<p>Recommendation – to formally approve a grant of £90,000 over three years for Cranfield Trust to continue delivering the Spark Programme.</p>
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- 6.3 **Sharing learning linked to what we do** – we continue to be part of the Corsten Independent Funders Coalition which focuses on the needs of female offenders and is a useful platform for sharing with other funders the work that we are supporting. We will also continue to build our presence at ACF events, participate in relevant issue-based networks and develop relationships that will link to our future strategic grant priorities, alongside looking for new opportunities to work in partnership with others.

7.0 Strategic grants

In December 2022 it was agreed that our strategic grants in 2023 would focus on the young carers sector and aim to leave a legacy of our support. It was further agreed that a proposal from Kinship would be considered at the March 2023 meeting (this is on the agenda) and that discussions would continue with Place2Be around a school-based resource. This will be discussed by Trustees at the June 23 meeting.