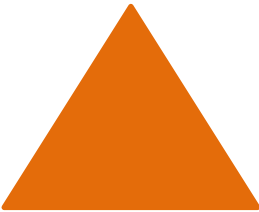


<b>Grant Ref Code and Name:</b> Clean Sheet 2018-11-R009			
<b>Grant Details:</b>			
Total Grant: £60,000			
Amount funded to date: £30,000			
Amount remaining: £30,000			
Start date: May 2019			
End date: April 2022			
Date of Report: 29 April 2020			
<b>Grant Summary:</b>			
<p>Clean Sheet was established to help ex-offenders into employment and now focuses on supporting work-ready individuals to find a job. In 2018 an impressive 312 individuals were supported to do so. Clean Sheet identifies employers willing to employ individuals with a criminal conviction. Clean Sheet currently receives referrals from community agencies who pay per client, and they also receive a high percentage of self-referrals which are not charged. The grant will be used to increase Clean Sheet's staff capacity to enable it to expand its networks across more employers and contract work with other agencies paid to support individuals into employment. This will increase its income and future sustainability and allow it to continue to support the self-referrals</p> <p><a href="http://cleansheet.org.uk">cleansheet.org.uk</a></p>			
<b>1. Progress made towards the first expected key achievement?</b>			
To establish partnerships with Police and Crime Commissioners – to deliver services that contribute to a reduction in reoffending			
<b>Measures for this achievement</b>		<b>Target date</b>	<b>Progress towards these measures</b>
1a.	Target of five PCC areas	By the end of the grant period	<p>During 2019-2020, we had anticipated approaching several PCC areas. However, a number of significant organisational changes took place, namely Clean Sheet becoming part of the Langley House Trust Group. (Clean Sheet still retains its independent charitable status.)</p> <p>The transition required a significant amount of focus and effort. Consequently, we focused on maintaining an existing relationship with Surrey PCC rather than pursuing new PCC areas. We successfully submitted an application to Surrey PCC in March 2020. As a result, we will be supporting 40 people with convictions in Surrey in 2020-2021. Our application included the idea of extending the funding after year one to create a joint</p>

			<p>PCC-funded programme across the Kent, Surrey and Sussex PCC areas.</p> <p>In addition, so far we have researched 14 other PCC areas and have identified five PCCs to approach in 2020-2021. PCC elections (delayed due to COVID-19) might impact future PCC priorities and funding opportunities.</p>
<b>2. Progress made towards the second expected key achievement?</b>			
To increase relationships and engage with employers that will actively employ people with convictions			
<b>Measures for this achievement</b>		<b>Target date</b>	<b>Progress towards these measures</b>
2a.	Target of 300 new employers	By the end of the grant period	<p>A new Chief Operating Officer (COO) was appointed in September 2019 after the CEO (Jane Gould Smith) retired. The new COO has consolidated Clean Sheet's approach to employer engagement (so temporarily paused developing new employer relationships during the consolidation). This included:</p> <ul style="list-style-type: none"> <li>• Creating a paid partnership model – key to Clean Sheet's sustainability. It will also enable employers to meet corporate social responsibility objectives. (Model completed in January 2020 and introduced to existing employers in February/March 2020 before the Coronavirus lockdown)</li> <li>• Reviewing Clean Sheet's employers' directory – removing employers where we hadn't had meaningful contact or whose business had ceased operating</li> </ul> <p>We are identifying new (and existing) employers to approach with the paid partnership model. The model is likely to lower the quantity of employers we engage with (but increase the quality of relationship). We believe a revised target of relationships with 200-250 employers by the end of the grant period is realistic.</p>
<b>3. Progress made towards the third expected key achievement?</b>			
To deliver contracted services for Government bodies, such as DWP and MoJ			
<b>Measures for this achievement</b>		<b>Target date</b>	<b>Progress towards these measures</b>
3a.	Target of two contracts to support people with convictions into employment	By the end of the grant period	Clean Sheet secured a contract to work with the Department of Work and Pensions (DWP) in June 2019 to run a 1-year pilot (New Life Project) in Norwich. The remit was to provide mentoring support to 24 men

			<p>coming from HMP Norwich to secure employment and housing.</p> <p>We have also identified two other avenues for contracted services opportunities:</p> <ol style="list-style-type: none"> <li>1. Direct commissioning from prisons (MoJ) through their Dynamic Purchasing System</li> </ol> <p>Activity to support this:</p> <ul style="list-style-type: none"> <li>• Conversations with three prisons (where Clean Sheet has an active partnership)</li> <li>• Identified two prisons (where Clean Sheet has a lapsed partnership) and approached these</li> <li>• (NB. Current prison commissioning has paused due to the Coronavirus lockdown)</li> </ul> <ol style="list-style-type: none"> <li>2. Becoming a subcontractor under a prime contractor for Government funding (e.g. MoJ funding through probation reforms in 2021)</li> </ol> <p>Activity to support this:</p> <ul style="list-style-type: none"> <li>• Conversations with two prime contractors</li> <li>• Plan to attend engagement events with other prime contractors</li> </ul>		
<b>4. Optional – please detail any additional expected achievements you would like us to know about.</b>					
Not applicable at this stage.					
<b>5. If the success of your strategic plan submitted during the application process is dependent on your organisation obtaining income in addition to the Triangle Trust grant from other sources during the grant period, please summarise total additional income you expect to achieve each year.</b>					
<b>This can be presented as a total figure for each grant year or as a total figure for each financial year that covers the grant period – whichever works best for you. The total figure should include all income sources eg. Trading, contract, grant etc.</b>					
		<b>Start date of year</b>	<b>Total additional income</b>		
			<b>Expected at start of grant</b>	<b>Reforecast</b>	<b>Received to date</b>
Year 1		2019-20	£182,990	£N/A	£194,036  (£257,520 shown in accounts but £63,484 is Langley Group investment accrued for the following financial year)
Year 2		2020-21	£208,039	£291,239	£TBC

Year 3	2021-22	£242,480	£TBC	£TBC
Year 4 (if required)		£	£	£

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

**Year 1 Figures:**

In our application, we anticipated funding coming from:

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

Our actual funding came in from:

- Partner fees
- Donations
- Grants
- Langley House Trust Group investment

Employer contributions were not realised due to consolidating our approach to employer engagement and creating a paid partnership model (introduced to employers towards the end of the financial year). We have incorporated sponsorship opportunities within the new paid partnership model.

When Clean Sheet became part of the Langley Group, they committed to investing in Clean Sheet for two years (until March 2021). Langley Group investment has been central to Clean Sheet's sustainability during the time of transition.

**Year 2 Figures:**

In our application we anticipated funding coming from:

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

This is broadly in line with anticipated funding now:

- Partner fees
- Donations
- Employer contributions (including sponsorship)
- Grants
- Langley House Trust Group investment

**6. Has any aspect of the grant delivery not progressed as expected and have any subsequent changes been made? Please answer in no more than 150 words.**

We requested the grant to provide funding towards roles within the Clean Sheet structure to aid business development and build organisational resilience. The roles we originally envisaged were as follows:

- Development Director
- HR/training consultant

- Employment Team Manager

We have used the funding to enable business development and develop organisational resilience but in a modified way due to the transition into the Langley Group. Instead of two part-time roles (CEO, 15 hours and Development Director, 30 hours), we have amalgamated the business development responsibility into a full-time Chief Operating Officer role (37 hours) and developed the Business Development Manager into a Partnership Manager (with a subsequent small uplift in salary to standardise management pay rates). We have been able to assign people management responsibility across the existing management team (Partnership Manager and Community Development Manager) to strengthen organisational resilience without adding to headcount. The HR/training provision is being provided through Langley.

**7. Do the expected results of the grant remain the same or have they changed? If they have changed, tell us why and detail what you now feel is achievable. Please answer in no more than 150 words.**

Most of the expected results remain the same, with two variations:

1. PCC opportunities – we are pursuing PCC opportunities as per 1a above. However, we are aware that PCC elections will take place in 2021 which may result in some changes in PCCs and the funding opportunities available. This may affect the overall target (but could equally open up new opportunities)
2. New employers – we are pursuing employer relationships as per 2a above. However, we believe that the paid partnership model will impact the number of new employers that we are able to bring on board. We therefore proposed a revised target of 200-250 employer relationships by the end of the grant period

We plan to bring in a Marketing and Engagement Manager. They will be instrumental in engaging with new and existing employers and building communications (employer and supporter), helping to build Clean Sheet sustainability and people management capacity.

**8. Is there anything you have not included elsewhere in the report that you feel we should know? E.g. you might have some wider reflections about the impact of the grant overall both within your organisation and beyond. Please answer in no more than 150 words.**

The grant has been instrumental in ensuring Clean Sheet's sustainability, business operation and development activity during a very changing year. The decision of Jane Gould Smith (Founder and CEO) to retire was seismic for Clean Sheet as a small independent charity. The fact that Clean Sheet had secured grant income from the Triangle Trust was a positive factor for the Langley Group and favourably influenced their decision to take Clean Sheet on board.

The grant also provided Clean Sheet with much-needed financial stability during a time of change, especially during the time of consolidation when Clean Sheet first joined the Langley Group. The grant income will provide a strong platform from which we can build our income base in 2020-2021 and subsequent years.