

Overview & Scrutiny Committee

Tuesday 25 January 2022

7.00 pm

Ground Floor Meeting Room G02A - 160 Tooley Street, London
SE1 2QH

Supplemental Agenda No. 2

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Item No.	Title	Page No.
7.	Expenditure of Local Funds [Supplementary Information] Contained within this supplemental agenda is the grants and commissioning review report due to be considered by cabinet on 1 February 2022. The cabinet report is referenced in the local funds expenditure report at paragraphs 6 and 17, and is being circulated to aid discussion on the local funds expenditure item.	1 - 152

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Date: 24 January 2022

Item No. 13.	Classification: Open	Date: 1 February 2022	Meeting Name: Cabinet
Report title:		Grants and Commissioning Review	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Alice Macdonald, Equalities, Neighbourhoods and Leisure	

FOREWORD – COUNCILLOR ALICE MACDONALD, CABINET MEMBER FOR EQUALITIES, NEIGHBOURHOODS AND LEISURE

Our Voluntary and Community sector play a vital role in Southwark providing support, hope and advice across a huge range of areas to residents. We saw that more than ever during Covid; for many people our voluntary sector provided a lifeline. We have an incredibly broad and vibrant range of organisations in our borough from grassroots organisations to household names. We invest over £11 million per year in local VCS organisations making Southwark one of the most generous local authority funders in London. That's because we know what a difference they make and how critical they are to our borough.

I am proud of that record and that investment. But we are always seeking to increase the impact of our funding and to ensure that the organisations we fund are truly representative of our population. A key issue identified as part of Southwark Stands Together was unequal access for our Black Asian and minority ethnic communities to our grants programmes - an issue that was compounding inequality- and one that we are determined to address

That's why I am pleased to bring this report, which is the culmination of two independent but linked reviews developed with community representatives. These reviews looked firstly at how to address barriers facing Black, Asian and minority ethnic led groups in accessing grant funding and secondly how to improve the overall effectiveness of our funding. This report sets out a number of actions we will take to address the challenges raised. This includes the allocation of £400,000 in grant funding to support our community organisations with 50% ring-fenced to support Black, Asian and minority ethnic led organisations. We also commit to develop a funding prospectus with our communities. This is the first step in a process and we know there is much more to do to ensure we can build a fairer, more equal Southwark together.

I want to finish by thanking everyone who took part in and contributed to these reviews especially the community representatives we worked with who played such an important role in ensuring wide engagement. I look forward to working with them on the next steps in this process. I also want to pay tribute to Maxine

James who was part of the team on this review and who sadly died during the work. She was a hugely dedicated and passionate advocate for equality.

RECOMMENDATIONS

Recommendations for the Cabinet

1. That Cabinet notes the findings of two independent reviews i) the Southwark Stands Together grants review, that examined whether there are obstacles to Black, Asian and minority ethnic groups making successful grant applications (Appendix 1); and ii) the Community Investment Review which looks at the effectiveness of funding to deliver outcomes (Appendix 2).
2. That Cabinet approves the allocation of an additional £400k in grant funding, with £200k of this to be available specifically for groups that self-identify as Black Asian and minority led. The funding will support our community organisations to recover from pandemic impacts, to thrive and self-organise, to strengthen networks, partnerships, and equalities infrastructure and support more inclusive and responsive service delivery. This funding is additional to the other funding which will remain available for all community groups as advertised.
3. That Cabinet notes we will identify organisations as Black Asian and minority ethnic led if the organisation self identifies as Black Asian or minority ethnic led and 75% of the governing body, ie Board of Trustees, Directors, Management Committee, and 50% of the senior staff of the organisation, (key decision-makers) self-identify as being from that specific community or identity.
4. That Cabinet agrees that all grant and commissioning teams collect data about the protected characteristics not only of service users of organisations we are considering funding or commissioning, but also the composition of the board or management of an organisation, so we are able to identify who is leading the groups we fund and as well as those who are not successful in their applications or tenders.
5. The Cabinet tasks officers with building a database of Black, Asian and minority ethnic led organisations in the borough, so we are better able to include and act positively to encourage and support Black Asian and minority ethnic led groups to access funding opportunities.
6. The Cabinet agrees that council officers, working with community representatives and the voluntary and community sector (VCS), will develop a funding prospectus for the council over the next nine months that will support the delivery of the Borough plan. This will be presented to Cabinet in Autumn 2022 for approval. The prospectus will:
 - Apply council wide
 - Be created in partnership with our key VCS and health partners in two phases

- Include a review of the current VCS outcomes framework
 - In phase one we will focus on developing our priorities
 - In phase two we will work with our partners on how we will deliver the outcomes and priorities together.
7. The funding prospectus will also set out how we will address other issues that have emerged from both reviews and identify how council procurement processes can reflect the learning from this work, including:
- How we support organisations grow and bid successfully to deliver larger programmes
 - How we involve Black Asian and minority ethnic community representatives in the grant making assessment process to make it more transparent and fair
 - How we can substitute the current colour blind approach to our funding for a more nuanced intersectional one.
 - How we remain informed by the data and evidence we are receiving across the council and embed flexibility.
 - How we can ensure that we continue to ring fence funding for Black Asian and minority ethnic led organisations beyond the programme described above.

Recommendation for the Leader of the Council

8. That approval of the criteria and award of grants for the pot of £400,000 and the £200,000 set aside for Black, Asian and minority ethnic groups is delegated to the Cabinet Member for Equalities, Neighbourhoods and Leisure.
9. That this grants programme will be co-produced with community representatives including representatives of Black, Asian and minority ethnic groups.

BACKGROUND INFORMATION

10. Covid-19 has highlighted levels of poverty and community exclusion, which have compelled the Council to consider a step change in its approach to grants and funding. The pandemic has thrown a spotlight on the scale of need across Southwark's communities. The evidence is that the virus has had a disproportionately heavy impact on already disadvantaged and minoritised groups and particularly on Black, Asian and minority ethnic groups. In both adversity and normality the VCS plays a vital role in sustaining our communities and our residents.
11. The council is committed to making Southwark more just and fair, and taking positive action to tackle inequalities that still affect too many people.
12. We recognise the critical role the VCS plays in addressing and mitigating the impacts of inequality both regionally and at the neighbourhood level.

Our grant making, commissioning and procurement at all levels has a significant impact on the ability of these organisations to meet needs, address inequality, and support communities to thrive. What and who we invest in makes a difference to the health, well being and resilience of our communities.

13. Looking at information held by the Charity Commission the community investment review identified that there were 179 LB Southwark charities with a focus on Black, Asian and minority ethnic beneficiaries in Southwark. Data indicates that Black, Asian and minority ethnic focused charities are typically smaller, with almost half (87 out of 179 [48.6%]) being classified as micro charities with an annual income of under £10,000. A large majority of micro charities have no paid staff and rely on volunteers to provide services.
14. The Council's Community Investment comprises annual grants and contracts to the value of over £11m per annum to local VCS organisations. The Council has been a consistent investor and supporter of the sector.
15. There are a wide range of both national and local funders also supporting VCS organisations in the borough. We estimate that annual levels of community investment are currently over £40m. This still means that the Council's community investment grants (at around 20% of the total) comprise a proportionally significant part of all local funding available, and makes Southwark Council one of the most beneficent local authorities in London.
16. The change in the funding to the VCS over the last 7 years has been significant. To give one example of what can be a complex picture, there has been a reduction of 12% in funding for community infrastructure: in terms of core community sector grants, advice services and the council for voluntary services. This reflects the significant reduction in funding of council services which has seen a loss of £227million since 2010.
17. As part of Southwark Stands Together - tackling racism and inequality- the council is committed to strengthening our approach to equalities, embedding it in everything we do and to increase representation of Black, Asian and minority ethnic residents in community leadership positions.
18. The listening exercises we did as part of Southwark Stands Together in summer 2020 identified unequal access by our Black Asian and Minority Ethnic communities to resources - and in particular our grants programmes - as an issue that was compounding the inequality they were experiencing. Providing priority funding for Black Asian and minority ethnic groups reflects the intent to address this inequality.
19. In addition, the Community Support Alliance was set up as a new model for partnership working across the sector to address the consequences of the pandemic. The vulnerability, poverty and exclusion faced by many in

our community led to a feeling that there was a need for the council to review the effectiveness of our current funding programmes.

20. In response we commissioned two reviews to examine in more detail the issues raised through Southwark Stands Together and the Community Support Alliance.
21. Equinox Consulting carried out a review of what is currently funded and any structural barriers that Black Asian and minority ethnic groups may face in making successful grant applications and how to address them.
22. A second review carried out by Rocket Science has examined how effective our investment in the VCS is in reducing inequality. It follows on from the Community Hub that reviewed community needs arising from the pandemic.
23. In addition, the councils' Public Health team is undertaking a separate review of their contracted services that include Sexual Health, Substance Misuse, and Free School Meals. An independent organisation is undertaking an independent review of Public Health's processes and practices, including how they design, commission and deliver services, to understand how these processes contribute to inequalities facing Black Asian and minority ethnic communities. This project will develop a toolkit and training package that can be tested for use in the commissioning of Public Health improvement services and in the wider health and care system.
24. It is anticipated that the lessons from this Public Health review will also inform practice in commissioning and grant making across the council and its findings will also inform the funding prospectus and practice.

Review Key Lines of Enquiry (KLOE)

25. Southwark Stands Together Grants Review:
 - Consult with stakeholders and recommend a definition of Black Asian and minority ethnic led groups"
 - Suggest how best to use this definition of Black Asian and minority ethnic led groups to identify those groups/organisations who either apply for funding or who are funded by the council
 - Examine the support in place for organisations to access funding and how targeted support can be offered to groups from Black Asian and minority ethnic backgrounds who have not previously been funded
 - Examine whether the way in which the Council structures its grant making enables or disables people to access these opportunities
 - Examine the Council's grant making and commissioning processes and requirements and any barriers these may generate

- Identify examples of good practice in grant making and commissioning within Council and elsewhere and how they might be applied more broadly in Southwark.

The key findings from this review

26. Survey respondents were overwhelmingly Black, Asian and minority ethnic organisations and most felt that in the absence of any new classification to describe the needs of excluded communities, Black, Asian and minority ethnic is perhaps the best terminology to describe them from a funding perspective, and we should therefore make use of it. It should not however be used in terms of community identity. An extract from the review is set below. This has been included because it conveys the range of views on definition and sets out that it is problematic and incomplete.
27. *“BAME is a term that has evolved over the years. Some respondents feel that it has been imposed on the disadvantaged communities by the authorities who find it a term of convenience but feel that it is ill-defined for the people it is used to refer to. Several terms including “Black Minoritised Communities” or “People of Colour” are emerging but are not deemed to be perfect or appropriate. However, some find the term BAME useful for distributing funding or developing indices of inequality. It allows them to deal with deprivation that affects the newly arrived migrant communities and members of disadvantaged communities that are often discriminated against because of their race and colour. We are yet to find the most appropriate term to replace it if we must insist on lumping together people of different races, cultures and linguistic backgrounds who sometimes have conflicting and contradictory needs together even for funding purposes.”*
28. As part of the review engagement with stakeholders a focus group had taken place that specifically considered whether a definition should be used and what that definition should be. The definition adopted and referenced in recommendation three above is consistent with the Diversity Equity & Inclusion data standard produced by a number of independent funders.
29. There has been a lack of consistent information gathering about the Black Asian and minority ethnic led organisations the council funds. We need to know more about who we fund through better data collection.
30. In the absence of alternative definitions, the review and the Council have concluded, taking account of the strong reservations referred to above, that this definition should be used for funding and data gathering funding purposes. The Council commits to using more specific community identity definitions that reflect how communities chose to define themselves where they specifically chose to do so.
31. Black Asian and minority ethnic led organisations that we currently fund

are concentrated at the lower end of the grant making value e.g. Neighbourhoods Fund and Black History Month, and these are focused on project funding rather than core funding.

32. Through better data collection through the portal, we will compile a register of Black Asian and minority ethnic groups and engage them in regular forums. With this improved knowledge of Black Asian and minority ethnic led groups, it will become possible to provide more assistance to groups applying for funding and to provide more appropriate and targeted infrastructure support for Black Asian and minority ethnic groups.
33. Compared to others in London we fund fewer Black Asian and minority ethnic focused projects. There has been a strong focus on assessing who the beneficiaries of funded services are, but inconsistent assessment and no agreed definition of whether groups are Black Asian and minority ethnic led.
34. It is recommended that we substitute the current colour-blind approach to funding to a more nuanced intersectional one to ensure funding is effective instead of merely efficient in addressing deprivation and we fund specialist services targeted and delivered by communities themselves ('by and for' or community-led groups) on the assumption that they are closer to the communities and have been set up specifically to assist their communities and be more effective.
35. Other recommendations are:
 - Co-production of projects with smaller organisations.
 - Provide support for external funders to know the Southwark patch.
36. Involve Black Asian and minority ethnic community representatives in the grant making assessment process to make it more transparent and fair.
37. **Community Investment Review Key Lines of enquiry:**
 - Evaluate the effectiveness of our grants and commissioning in delivering outcomes for residents to deliver a Fairer Future for All
 - Evaluate whether the funding programmes contribute to long-term reductions in inequality
 - Evaluate how well we measure the social and economic value of our investment
 - Evaluate how our investment supports community infrastructure
 - Consider how effective funding programmes are in embedding services in neighbourhoods. How can funding be provided to test new ways of providing housing, employment, skills, money, social care and immigration support in local communities? This included testing how support from established public & VCS providers can be made accessible in partnership with local community 'anchor' organisations rooted in each part of the borough.

Community investment review findings

38. Local VCS organisations that took part in the survey were broadly positive about the effectiveness of Southwark Council funding. Core funding is a key enabling requirement; there are opportunities for more joined-up funding approaches and promoting access to contracts as well as grants programmes.
39. Another key finding is that our approach to working with the VCS should be based on collaboration and co-production rather than informing and consulting. Changing this will improve our delivery.
40. We should think about the value of our neighbourhood funding and what this achieves in terms of addressing inequality and need.
41. With most of our VCS funding (by monetary value) through contracts rather than grants, supporting Black Asian and minority ethnic led groups to access contract funding is an important change to achieve equality.
42. Across all aspects of the council's community investment, there is an opportunity for a more flexible approach aligned with the Civil Society Futures principles of power, accountability, connectedness and trust.
43. Stakeholders proposed that the council as a funder should include a strong focus on tackling root causes, a sharper equalities-lens, and a more balanced approach to risk and more proportionate monitoring and evaluation focusing on overall impact, using an updated shared outcomes framework. To achieve this the following is proposed:
44. For the council to renew its commitment to community investment, putting communities at the heart of policy making, will require the following:
 - Continue the support and emphasis that the council puts on supporting infrastructure, including specialist infrastructure and community anchors, to add value and reach into different front-line communities
 - Develop procurement and commissioning approaches to strengthen local civil society and improve outcomes, including integrating the four aspects of the social value model: supporting Covid-19 recovery, tackling economic inequality, fighting climate change, and driving equal opportunities.
45. The Council's Common Outcomes Framework, which was developed as part of the VCS Strategy, has not been widely adopted across the council. There is an opportunity to refresh this and strengthen its use so that organisations are able to evidence their impact in meeting community needs.

KEY ISSUES FOR CONSIDERATION

46. Although the two reviews were carried out independently of each other representatives from the first group also contributed to the second review. A key concern is to ensure that the issues affecting Black, Asian and minority ethnic groups in accessing grant funding are addressed and the recommendations sets out a number of ways in which this is done.
47. However, the issues identified for the first grant review around obstacles to grant funding and inequality for Black, Asian and minority ethnic groups were also identified within the second review which looked more broadly at the larger area of community investment. This is referenced in paragraphs 55 and 56 below. There is a long term challenge in addressing the inequality of leadership and representation for funding that is allocated through contracts with even less Black, Asian and minority ethnic led organisations being awarded contract funding.
48. The allocation of £400k in grant funding provides a significant additional resource at a time of need for the VCS in Southwark. By ring fencing funding of £200k it will enable us to immediately address concerns raised by Black Asian and minority ethnic groups without any impact on existing funding streams.
49. The funding criteria will be flexible and responsive to need. Groups will be able to apply for core funding and to cover costs such as utilities, premises and staffing. Groups will be asked to evidence how the funds applied for will make an impact and how they will help communities to self-organise and thrive. Funding for this grant will not disqualify organisations from seeking other funding.
50. We will work with community representatives and residents to ensure that a broad range of views and voices inform the criteria and approach to allocating the funding, from communication of opportunity to decision on grant awards.
51. The funding provides for a particular focus on how equalities groups and in particular Black, Asian and minority ethnic groups can grow and recover from the pandemic. The funding could be used to:
 - Enable organisations to develop with a view to being in a stronger position to apply for longer term core funding.
 - Support targeted sector wide capacity building, governance, or direct staffing costs for organisations.
 - Meet the objective of increasing representation of Black, Asian and minority ethnic residents in community leadership positions.
52. The ring fenced fund will begin the process of addressing the points made by Black, Asian and minority ethnic community leaders as part of the review consultation. They stated that funding had reduced over the years and also:

- Defunded groups tend to disappear or try to seek funding from elsewhere
 - Black, Asian and minority ethnic 'facilitating organisations' have disappeared
 - There is a lack of interest among funders in funding groups based on race alone
 - Black, Asian and minority ethnic organisations have had decreased access to core funding
 - Black Asian and minority ethnic organisations cannot compete when it comes to contracts.
53. Organisations that are not Black, Asian and minority ethnic led will be able to apply to the non-ring fenced grant funding to strengthen their equalities delivery and to become more representative of the communities they serve in their leadership.
54. As part of the Common Purpose grants awards we have embedded approaches that are recommended in the review such as investing in core funding and longer term funding to provide stability and therefore opportunities for growth. As part of the next steps we need to think about how we can embed these practices in other programmes.
55. Although we invest significantly in the sector the majority of the £11.3M investment is delivered through contracts (£7.4M) rather than grants that have been outside the scope of these reviews. The learning from this needs to also impact the way we commission and procure our contracts to the sector if we are going to have a significant impact on outcomes and addressing inequality.
56. Collection of data about the identity of the organisations that are funded is being addressed through the council wide grants application portal with a standard question that will enable organisations to identify as Black Asian and minority ethnic led based on trustee or staff data. However we also need to ensure this information is collected through our procurement processes and grant programmes where awards are made outside of the portal.
57. Groups applying for funding will be asked to ensure that they provide accurate information about, and visibility of, their services.

Next Steps

58. First steps following the cabinet report will be to establish a process for the allocation of the new pot of funding. This process is outlined below:
- The governance for the process of allocating the £400K will be a joint group of officers and community representatives, who will work together to develop the criteria and application process for the funding. The group will make recommendations to the Cabinet

Member for Equalities, Neighbourhoods and Leisure for approval by IDM.

- Community representatives will be drawn from those who have already participated in the stage one and two of the review and will also include representatives of Southwark Voice, Community Southwark's network of networks, the Southwark Youth Parliament and other networks including residents
 - Following this process the timelines, application form and guidance for the additional funding will be advertised as a first step. Black, Asian and minority ethnic groups that responded to the Equinox Survey and took part in the focus groups will be notified of the funding opportunity and information for the funding pot as a whole will be distributed through Community Southwark and cross council communication networks.
 - An evaluation panel to make recommendations on successful applications will be drawn from a mixture of council staff and individuals who represent Black, Asian and minority ethnic led organisations and organisations led by other communities and identities.
 - Final decisions about funded groups will be made by the Cabinet Member for Equalities, Neighbourhoods and Leisure for approval by IDM, aiming for July 2022 for the first grant making.
59. The second steps will look at developing the prospectus for funding reporting to Cabinet in autumn 2022. This process will take place over two phases.
60. During phase one we will establish the funding priorities, engaging with a wide range of stakeholders and representative bodies such as the Youth Parliament, tenants and residents, faith organisations and the VCS, as well as council commissioners and Procurement.
61. The work will be informed by the Life after Covid report, Social Life survey and the emerging borough plan as well as addressing the wider recommendations in both grant review reports and the work yet to be completed on commissioning in Public Health.
62. As part of this process we will also work with stakeholders on the review of the outcomes framework to ensure that there is representation for key outcome areas such as reducing food poverty, access to justice, rights and entitlements, digital inclusion and access to services to ensure a focus on addressing inequality and meeting the greatest needs.
63. All grant funding will be in scope of this project. Consideration should be given early in the process to include contracts and funding that has been out of scope for the first two reviews but not the third, as the reports have

highlighted that the majority of our investment in the community sector is through contracts.

64. Delivery of the project will be led by officers but will require a temporary additional resource to deliver effectively, which will be met from existing resources.
65. Oversight of the project will be led by the joint officer and community representative's team, which will report bimonthly to the lead member for Equalities, Neighbourhoods and Leisure. This team will be drawn from commissioning officers group, Southwark Voice and members of the previous commissions, and needs to reflect a range of lived and commissioning experiences. The first report will set out the phase one engagement plan.
66. The second phase of the development of the prospectus will look at developing our delivery principles for achieving the priorities for our funding, and examine in detail how we will deliver.
67. The mechanism we will use to deliver this phase is a series of working groups that will facilitate examination in some depth with the right lived experience informing how we take the principles forward..

Policy framework implications

68. The recommendations support the delivery of the Council Plan to create a fairer and just society and specifically the Southwark Stands Together programme and the commitment to:

Review our grant making and commissioning processes to remove any barriers to equal access to funding and delivery opportunities; to consider:

- *How targeted support can be offered to groups from Black, Asian and minority ethnic backgrounds, who have not previously accessed grant funding;*
- *Whether the way in which we structure our grant making enables or disables people to access these opportunities;*
- *The support in place for people to access funding;*
- *Our grant making and commissioning processes and requirements and the barriers these may generate.*

69. Having a strong, vibrant and engaged VCS is a key part of creating a fairer and just society through enabling volunteering, participation, inclusion and well-being at a borough wide and neighbourhood level and supports our VCS strategy and volunteering strategy.
70. In particular both reviews support the recommendations in the Community Support Alliance review, in particular recommendations 12, 13 and 14 which speak about VCS infrastructure and inequality, and recommendation 7 on volunteering. The prospectus will need to reflect

recommendations 4 15 and 16 which address ways of working that are more collaborative and responsive to grass root and local need.

Community, equalities (including socio-economic) and health impacts

Community impact statement

71. The recommendations in this report will have a positive community impact. The reviews were co-produced with a range of community representatives who are network chairs and represent community networks as well as their own organisations. Additional resources in the form of grant funding and improved use of data and intelligence will have a positive impact on communities. There will not be any negative community impacts.

Equalities (including socio-economic) impact statement

72. Section 149 of the Equality Act, lays out the Public Sector Equality Duty (PSED) requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people when carrying out their activities. The proposals support the delivery of the PSED and the council's [Approach to Equality](#) by specifically putting in place measures that are designed to reduce inequality. In particular, these proposals aim to:

- Tackle inequalities affecting Black Asian and minority ethnic residents and Black Asian and minority ethnic led organisations in terms of access to funding and resources
- Improve the effectiveness of the council's investment in the VCS in terms of tackling broader inequalities, including socio-economic inequality.
- A full Equalities Impact Assessment will be produced to accompany the prospectus and report in October 2022.

Health impact statement

73. These proposals aim to improve the council's effectiveness in tackling inequalities which already existed but which have been exposed by the Covid 19 pandemic.
74. The socio-economic inequalities experienced by different groups in the borough, including Black Asian and minority ethnic communities, are directly linked to health inequalities and have meant that they have been disproportionately affected by both the pandemic itself and the impacts of lockdowns and other measures.
75. Improving access to council funding for Black Asian and minority ethnic communities and other disadvantaged groups will enable organisations to better support the health and wellbeing of their communities. It will also increase their ability to support their communities to access mainstream

health services, by overcoming language and other barriers.

Climate change implications

76. Climate change is linked to social justice because the most marginalised communities are at greater risk from the impacts of our changing climate.
77. Black, Asian and minority ethnic organisations that are thriving and sustainable will be in a better position to engage with their communities about climate change and support a just transition to a carbon neutral borough by 2030, as well as support those communities build strategies for mitigating the impact of change.
78. The review of the Common Outcomes Framework will include a review of the 'Greener Communities' outcomes and how they could be clearer and more measurable in terms of reducing emissions and other environmental measures such as improving biodiversity and reducing plastic use.

Resource implications

79. The Voluntary Sector Transition Fund was established in 2011 to assist third sector organisations to become more sustainable. A balance of £0.4m remains available, however, no calls have been made on it since 2015. Making this available provides an opportunity to resource the implementation of the recommendations.

Legal implications

80. As set out below in comments from the director of law and governance.

Financial implications

81. As set out below in comments from the strategic director of finance and governance.

Consultation

82. The reviews have been co-produced with a steering group of community representatives who took part in all aspects of the process from the evaluation of tenders, to defining the scope of the review, steering and facilitating engagement with stakeholders and challenging and refining the recommendations. Community representatives have been drawn from networks including Latin American, Southwark REACH, Carers, Womens, Mental Health and Community Southwark.
83. There has been cross-council engagement with commissioners and a focus group with members of Southwark Funders.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Head of Procurement

84. Not applicable.

Director of Law and Governance

85. Cabinet are recommended to notes the findings of two independent reviews. Under the council's constitution, this is a decision that Cabinet is empowered to take. The council has the power to do anything that an individual may do (Localism Act 2011). Further, the council may incur expenditure where this is calculated to facilitate, or is conducive or incidental to the exercise of its functions.
86. The Cabinet are reminded that the council is subject to the public sector equality duty in section 149 Equality Act 2010. This requires the council, in the exercise of all its functions, to have due regard to the need to:
- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The duty is a continuing one.

Strategic Director of Finance and Governance

87. The Strategic Director of Finance and Governance notes the recommendations of the report concerning the two independent grants reviews and the £440k allocation to support community organisations recover from pandemic impacts.
88. Paragraph 79 notes that the funding will be made available utilizing the remaining balance of the Voluntary Sector Transition Fund and a smaller contribution from departmental budgets. Paragraph 64 notes the remaining recommendations can be delivered using existing departmental resources.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
Appendix 1	Equinox Consulting, Southwark Stands Together Review of Grant Making and Commissioning, Black Asian and minority ethnic groups
Appendix 2	Rocket Science, London Borough of Southwark, Community Investment Review

AUDIT TRAIL

Cabinet Member	Councillor Alice Macdonald, Equalities, Neighbourhoods and Leisure	
Lead Officer	Caroline Bruce, Strategic Director, Environment and Leisure	
Report Author	Andy Matheson, Senior Commissioning Officer, Communities Division,	
Version	Final	
Dated	20 January 2022	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Governance	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
List other officers here	N/a	N/a
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		20 January 2022

Review of grant making and commissioning
- Black Asian Minority Ethnic Groups



SOUTHWARK
STANDS TOGETHER



Final Report

Positive attitudes by funders can affect critical characterises of BAME groups and
make for better success in applying for funding

January 2021

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Executive Summary

Why the report?

The funding of community and voluntary groups that provide services for racially disadvantaged communities has become topical again. The Covid emergency, recovery and adaptation programmes revealed some inequalities that are being addressed by some funders. In Southwark, the murder of George Floyd in America became a trigger for the Council to hold conversations on the issue of racial inequality. The Southwark Standing Together project expressed concerns that the system of funding presented Black Asian Minority Ethnic community organisations with barriers that made them less successful in applying for and being awarded grant funding.

This review of grant funding in Southwark is meant to identify any structural barriers that Black Minority Ethnic communities may face in making successful applications and how these can be addressed. It is also meant to investigate the usefulness of the term BAME and to find a more appropriate terminology.

We held discussions with various stakeholders: councillors, commissioners, community leaders, we also conducted an online survey of over 50 groups who identified as Black Asian Minority Ethnic and held a focus group with a selection of persons from the disadvantaged community in Southwark. We interviewed relevant funding officers in two boroughs to find out about the funding regime elsewhere and reviewed some of the current reports on funding these groups and the terminology in use.

Who is BAME?

BAME is a term that has evolved over the years. Some respondents feel that it has been imposed on the disadvantaged communities by the authorities who find it a term of convenience but feel that it is ill-defined for the people it is used to refer to. A large number find it offensive and several, who do not seek assistance from the government, do not understand how it is used and what it means. Most would prefer that they are **not** called BAME, and several find Black Asian Ethnic Minorities, a mouthful to use as a name to address persons who can be addressed more meaningfully in their subgroups. Several terms including “Black Minoritized Communities” or “People of Colour” are emerging but are not deemed to be perfect or appropriate. However, some find the term BAME useful for distributing funding or developing indices of inequality. It allows them to deal with deprivation that affects the newly arrived migrant communities and members of disadvantaged communities that are often discriminated against because of their race and colour. We are yet to find the most appropriate term to replace it if we must insist on lumping together people of different races, cultures and linguistic backgrounds who sometimes have conflicting and contradictory needs together even for funding purposes.

Southwark is a borough where just under half of the residents 46% are non-white, it is the 40th most deprived borough in the UK and is characterised by several small community organisations who are trying their best to level up their communities so that they can participate and contribute equally to community activity.

Identifying the barriers to successful funding applications

Whilst the council has priorities and has an adequate funding budget with which to tackle this deprivation. There is a perception, however, that not enough groups from BAME groups are getting access to funding because of their small size and the lack of capacity in applying for funding and meeting obtuse funding criteria that work against them. There is also a feeling that the assessment and award processes are unfair because they are not transparent and act as a further barrier.

Some of the barriers to funding identified from the comments of respondents included

- Difficulties with the application forms
- Lack of Institutional capacity
- Long application processes
- Low funding base
- Discrimination
- Not locked in relevant networks

After analysis of all the information collected from the review, it was useful to categorise the barriers based on the internal and external characteristics and attitudes of both funders and BAME community and voluntary organisations.

These structural barriers as identified are summarised below in this chart.

Barriers to funding for Black Asian Minority Ethnic Community and Voluntary Groups		
Factors	Characteristics	Attitudes
Internal	<ul style="list-style-type: none"> • Organisational characteristics • Small and difficult to get sufficient funding because starting from a low base • Lack of capacity to apply for funding • Struggle with compliance on governance issues • Multi-focussed trying to solve all the problems for the community at the same time • Still moving from the informal to the formal 	Organisational attitudes to funding <ul style="list-style-type: none"> • Difficult concept – need to spend a lot of time on fundraising • Difficult content – too much work in navigating the different funding sources • Difficult process – shouting and complaining will not always help • Negativity based on experiences with the disappearance of core funding and less complete grants
External	<ul style="list-style-type: none"> • Other external characteristics • Lack of networks • Exclusion from formal and Informal funding networks • Consortium working needs too much support • Perception of discrimination 	Funders attitude to BAME groups <ul style="list-style-type: none"> • Stereotyping of certain groups, racist discrimination • Do not think they can manage the funds – too much due diligence • Do not think that they can deliver and report • Too much scrutiny • Priorities may not be the same for BAME communities

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Looking for solutions to minimise the barriers

There were several suggestions from respondents aimed at making it easier for the groups to gain access to funding. These include:

- Simplifying the application form -a simple portal
- Simpler application process – longer lead times
- Providing Support and targeted assistance
- A fairer assessment and awards system
- Ringfencing some funding
- Capacity building the BAME community sector

Conclusions

We make the following conclusions on the findings of the review. These are

- Most respondents did not like the term BAME
- Southwark Council recognises that there are pockets within the borough that rate high on the indices of deprivation
- The council agrees that Black Asian Minority Ethnic community groups have a better reach into their communities
- The council adopts stringent application and assessment measures often based on track record and compliance with procedures and policies in place and carrying out rigorous due diligence
- Information about BAME communities should be analysed and monitored in line with the Public Sector Equality Duty
- There is a dearth of Black Asian Minority Ethnic led umbrella organisation
- The lack of core funding further aggravates the problems of the sustainability

Recommendations

- Use Black Asian and Minority Ethnic for funding purposes only and allow organisations with 75% of the Board and 50% of staff to self-identify as such
- Simplify the application process by providing more clarity on the different application forms
- Provide for funding of specialist support organisations that will provide more assistance
- Compile a register of all voluntary sector organisations within the borough so that they are identifiable by the equality, diversity, and inclusion characteristics
- Substitute the current colour-blind approach to funding to a more nuanced intersectional one
- Consider transforming the grants programme to focus more on ideas for projects that will be effective in reducing deprivation
- Work towards the involvement of members of the communities and their representatives in the grant and assessment process
- Continue the transition from a non-racist to an anti-racist funding model, bearing in mind the requirement for equality impact assessments within the Public Sector Equality Duty.

Structure of the Report

The introduction - the first section of the report introduces the review's objective and methodology and establishes the demographical and socio-economic context of Southwark.

The second section - a note on the term Black Asian Minority Ethnic discusses how the term BAME evolved and has been used and discusses how appropriate the term is outside the funding of disadvantaged groups and the search for a more appropriate term.

Section 3 focuses on funding the community and voluntary sector in Southwark, canvassing the views of councillors, commissioners, and community leaders to determine why there is funding for the sector and how this is implemented and can be improved.

Section 4 establishes who are the Black Asian and Minority Ethnic groups that took part in the review and their organisational characteristics.

Section 5 presents their experiences of funding. We consider their experience of funding from Southwark Council, their experience of other funders and we also reviewed how other boroughs were implementing their funding support to Black Asian Minority Ethnic community funding. We presented comments that typified the problems that they claim they face and funding and made comparisons

Section 6 provides a sample of salient comments from respondents on the difficulties they face, and these are formulated into a framework for analysis and discussion.

Section 7 and 8 are the conclusions of the report followed by Section 9 which is the appendix of the report.

1 Introduction

The murder of George Floyd in America brought into sharper focus issues about race and the inequalities faced by Black Asian and Minority Ethnic people in this country. Different institutions and organisations responded to the killing with statements on equality. Southwark Council responded by setting up Southwark Stands Together – SST, a programme of call to unity, support and long-term positive action aimed at promoting the rights of all people to equality of opportunity.

One concern emerging from the listening conversations held around the borough was that the racial imbalance and inequalities in the funding of BAME community and voluntary sector organisations. The need for a critical investigation into this concern resulted in a short report to the cabinet on the experiences of racism and racial inequalities and injustices faced by these communities.

This report was commissioned as the first stage review of grant-making and commissioning in the council, to investigate any structural barriers that groups from the Black Asian and Minority Ethnic Communities may face in making successful applications to the council for funding and how these can be addressed.

1.1 Objectives

The main objective of the assignment was to

- Review of what is currently funded and any structural barriers that BAME (Black, Asian and minority ethnic) groups may face in making successful applications and how to address them.

The main objectives relate to issues of the structure of grant-making and commissioning, but there were other pertinent issues that the investigation was expected to shed light on. The methodology recommended that the course of the review should include the following:

- a) Consult with stakeholders and recommend a definition of “BAME led groups”.
- b) Suggest how best to use this definition of “BAME led groups” to identify those groups/organisations who either apply for funding or who are funded by the council
- c) Investigate the support in place for organisations to access funding and how targeted support can be offered to groups from BAME backgrounds who have not previously been funded
- d) Investigate whether how the council structures its grant-making enables or disables people to access these opportunities
- e) Investigate the council’s grantmaking and commissioning processes and requirements and any barriers these may generate
- f) Identify examples of good practice in grant-making and commissioning within the council and elsewhere and how they might be applied more broadly in Southwark

1.2 Methodology

A mixed-method approach was adopted to conduct the assignment during this period that Covid protocols in force provided some constraints. These protocols dictated that the work was conducted through an online survey and discussions with all stakeholders including progress meetings were held online.

The review included a survey of 53 BAME-led organisations completing a survey online, conversations with 6 community leaders, discussions with 8 officials from the council with responsibilities for commissioning and grant-making, discussions with 4 councillors with oversight and ownership of the funding programmes and a focus group with some BAME-led community groups operating in Southwark. In addition, we held discussions with officers from 2 borough councils who had responsibility for their funding programmes.

Reviews of recent reports on the state of funding of BAME-led groups that became topical during the COVID 19 pandemic, and research and discussions that have been conducted on the use and usefulness of the term BAME further enriched the review.

The COVID period meant that many face-to-face or group conversations could not be held and the decision to opt for the main survey was based on the premise that lists of BAME community organisations were readily available in the borough. Community Southwark helped to disseminate information to the groups in the absence of a comprehensive digital list that is being developed. GDPR issues meant that there was a reliance on Community Southwark and the different grant and commissioning officers to send out the information to those who they felt were from the BAME community. Community Southwark, the capacity-building organisation operating in the borough proved to be most helpful in sending out the survey and in organising the focus groups of community members.

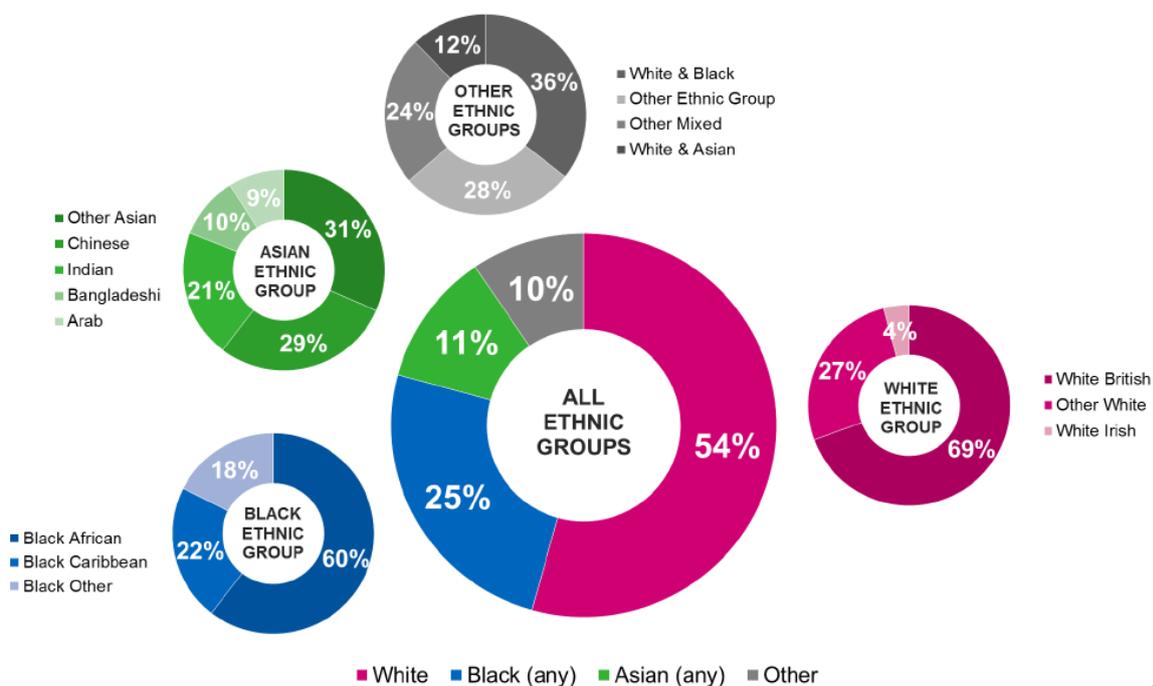
In the event, though 108 organisations accessed the survey, 53 completed it. The others may have been put off when confronted at the start of the survey with questions about their turnover, at that stage they had not provided information about contact details, and it proved difficult trying to get them to complete the survey. Whilst it was expected that a lot more would have attempted to participate, it was felt that the negativity of some BAME groups in not getting access to funding must have discouraged them from accessing the survey.

The review was stalled because of the sad demise of the Lead Consultant Maxine James who passed to eternity at the stage of putting together this report. Her absence delayed the completion of the report.

1.3 The Southwark context

A GLA 2025 Trends Report provides some highlights on the demographics of the borough of Southwark.

- Approximately 313,300 people live in Southwark, and the local population is much younger than the national average
- The average age in Southwark is 32.9 years almost 7 years younger than the national average
- Approximately 13% of people living in inner London have a disability, equating to 40,700 people in Southwark
- Approximately 4 in 10 residents live in communities considered the most deprived nationally
- Southwark is the 40th most deprived LA in the country (out of 326 local authorities)
- 38% of our residents live in communities ranked in the 20% most deprived areas.
- In contrast, only 2% of residents live in communities considered the most affluent nationally.
- Around 15,000 children (28%) in Southwark aged under 16 live in low-income families
- Southwark is an ethnically diverse borough with almost half of the population, 46% identifying as a minority group
- Ethnic minority communities are concentrated across the middle of the borough with pockets in the north



2 A note on Black Asian Minority Ethnic - BAME

2.1 Evolving terminology

The population breakdown provides four main categories of White, 54%, Black 25%, Asian 11%, and other 10% with their subcategories. Yet the term, BAME is being used to describe all the other categories except the white category. With the recent kickback against the shortened BAME, the council is now asking that all the elements of BAME should be pronounced in full - Black Asian and Minority Ethnic

The term BAME has developed over the years more for funding purposes but is now generalised for identity. At best, it is an ill-defined term with different organisations using it to serve their different purposes without stating who is included or excluded.

For African Heritage communities, the term Afro-Caribbean changed to African Caribbean and with the influx of a lot of Africans, the term black became commonplace. But there was a time when the term Black was used as a political term embracing all non-white persons who suffered from disadvantage and discrimination and were deemed to be oppressed by the system. The problem arising out of this extended use of the term was that people with different lived experiences, including the Irish, were lumped into the umbrella of Black.

British membership of the European Union allowed many European people to settle in the UK and with many refugees fleeing war zones in the former Eastern Bloc, the term Minority Ethnic gained currency – these were white but considered ‘white other’, but their disadvantage was based more on their cultural differences and their initial deficiency in the English language. Minority Ethnic has also been used to describe some persons from other continents such as South America again because of their lack of English as a first language.

The Single Regeneration Budget used for development purposes replacing the urban programme recognised that people who were disadvantaged and suffered multiple deprivations or lived in areas that were high on the indicators of deprivation needed special assistance, so the term BME or Black Minority Ethnic became an acceptable term used for funding purposes, to ensure that services reach several of these disadvantaged ‘communities of interest’.

Black Asian Minority Ethnic emerged because, in some local authority areas with a much higher proportion of people of Asian descent, it was important to add Asians to ensure the term fitted all who were disadvantaged.

In some cases, the term has been extended to BAMER to include persons from refugee communities.

Given that the term BAME has evolved over the years and had started as a term used for funding purposes but is now being used to identify groups.

Discussions with councillors, commissioners, community leaders and focused groups with organisations that had responded to the survey revealed the divergence of opinion about the term, BAME and its usefulness for funding purposes.

2.2 Use of the term BAME

The term BAME is used to define different groups

- Black African, Black Caribbean, and Black other
- Asian and Asian other
- Mixed race persons
- European and Middle Eastern persons
- People from other continents such as South America.

The term, therefore, lumps together persons based on their race, their language, their cultural differences, their recent migration into the country. It lacks precision because it mixes the notion of cultural disadvantage with race and colour, persons who have recently migrated into the country with persons born within the country.

It is used as a marker for persons who have historically been disadvantaged because of their race and people who are vulnerable and need special attention because they could be excluded from service delivery because of their lack of knowledge of how the system works.

The term BAME recognises that some “communities of interest” are “hard-to-reach” or are “traditionally uninvolved or excluded” from access to services. With this recognition, special effort must be made to communicate, consult, and engage with these communities. At the minimum measures must be put in place to ensure that they are beneficiaries of council services in line with the Public Sector Equality Duty in the Equalities Act 2010.

In the view of the councillors, some communities have been historically disadvantaged and will continue to require special assistance in the delivery of services and the classification of BAME enables the council to target services to these communities beyond the targeting of other categories of vulnerable people such as the young, women, the elderly and those with a disability.

In the view of commissioners, it is a term that allows them to best target services so that it will reach all in the community and by specifying that services should reach BAME communities they indicate to service deliverers that they should do their maximum to reach all in the community.

2.3 The usefulness of the term BAME

From a funding perspective, most respondents, councillors, commissioners, community leaders and respondents to the survey and focus groups agree that though the term is ill-defined, it has its uses because it shows intent that the council is recognising the needs of some vulnerable and disadvantaged communities and doing something about it.

Though the term is ill-defined and would be more meaningful if more clarity is provided on what it means, it has been used for so long that people have come to recognise it as a term that indicates the willingness to do something about disadvantage.

Some groups responding to the survey stated that they were better encouraged to apply for funding when the guidance notes made mention that it would encourage applications from BAME groups and that the funding must meet the needs of BAME communities, but sadly there were very few such funds, and they were mainly for small pockets of funding.

Some community leaders feel that whilst the term is useful for identifying those communities that need to be further assisted, several BAME community organisations especially facilitating organisations such as the London Accountancy Project and Strategic Ethnic Alliance have been defunded. The funds have been allocated to mainstream organisations that claim that they are providing services for the BAME communities but it is not clear whether these service providers are more effective than BAME community organisations. This defunding has occurred because of a colour-blind approach in the distribution of grants that prioritises efficiency of delivery over effectiveness.

This colour-blind attitude means that there is a patchy record on whether the organisations who receive the funding are BAME-led and there is no monitoring of whether these services when given to these mainstream organisations reach the targeted communities or not.

2.4 Can BAME be used to denote identity?

One criticism against the term is that it has been imposed on the communities who hardly refer to themselves as BAME but refer to their origins – Latin American, Latino or Columbian for instance or African, Nigerian or Igbo or Black British depending on whom they are speaking to. There was a feeling that this imposition was unnecessary as it was better to ask people to self-identify who they are.

The term BAME has been extended from its usefulness for funding purposes to being used to identify people from different communities. Most feel that such an ill-defined term becomes meaningless when used as a mark of identity. People are Caribbean or Jamaican, people are not BAME.

Most people did not recognise themselves as BAME for identity and feel that because it is not a precise term, it does not capture the identity of persons in a meaningful way. The general feeling is that when BAME is used to identify people, it has pejorative connotations.

Others feel that when the term BAME is used, it is meant to discriminate and to suggest that there are second class citizens but on whom there is extra spending because they do not want to change their culture. There was an instance where even for funding purposes one respondent felt that they were deliberately not given funding because they were deemed to be a BAME community leader and therefore in his words '*a trouble causer*'. On the other hand, some community leaders feel that mainstream organisations use the term to access funding for work with BAME groups that they do not deliver because they are not able to reach them effectively.

2.5 Towards a more acceptable terminology

Despite the clamour against the term BAME, there was no consensus as to what should replace it. People just said that they did not like it and found it offensive as a term mainly because they felt that they should be defined by what they are.

In the focus groups, there was a feeling that BAME was not useful for identity purposes and Black Asian Minority Ethnic was also a mouthful and that it was far easier to refer to people by their nationality or the continent of origin – South American, Caribbean, African, Eastern European, or Southeast Asian or even by their nationality when known.

Some terminologies have emerged such as Black and Minoritized Ethnic, - the explanation for this term is that the people BAME refers to are global majorities, but the purposes of this country are in the minority. This term though it includes Asians does not mention the word Asian. This is going back to assert the use of Black as an acceptable political term for all disadvantaged and oppressed people in this country.

Further investigation on the subject from The African or Black Question – TAOBQ¹ does not lead us to a solution. It only speaks to African and Caribbean communities. The widely acclaimed BAMEOver² investigation prefers that groups are not lumped together because it subsumes their identity which is important for them. A more recent report BAME: A report on the use of the term and responses to it Terminology Review for the BBC and Creative Industries³ does not offer a solution as to what term must replace BAME.

Outside this country, in Australia, the term CALD – Culturally and Linguistically Diverse⁴ people have been used but that is also now under challenge as a term that is too broad and that does not consider the conflicting and contradictory needs of the groups⁵

Though the EHRC deals with issues relating to protected groups, they have not yet passed comment on the use of the term BAME or come out with any document that would guide the change of terminology

Most respondents felt that in the absence of any new classification to describe the need for excluded communities, this is perhaps the best terminology that describes them from a funding perspective. It would however be important for all who use the term BAME to clarify who it refers to make it more meaningful even for funding purposes.

¹ <http://taobq.blogspot.com/>

² <https://incarts.uk/%23bameover-the-statement>

³ <https://bcuassets.blob.core.windows.net/docs/csu2021325-lhc-report-bbchighres231121-1-132828299798280213.pdf>

⁴ <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7830035/>

⁵ <https://www.diversityatlas.com.au/heres-why-cald-has-had-its-day/>

3 Funding the community and voluntary sector

3.1 Why a funding programme

In discussions with councillors, who had ownership of the funding programme, they recognised that there was deprivation in certain areas within the borough and that certain communities tended to be more disadvantaged than others. They were intent that all residents and communities receive adequate services and grant funds that would provide residents with services over and above the statutory services provided by the council. Though funds were meant for community organisations mainly, it was unclear whether the funds were meant to minimise deprivation amongst beneficiaries or to develop the community and voluntary sector.

Funding is provided in grants to deliver much-needed services within the borough. This is provided through a combination of grants and capital funds, small amounts as well as larger amounts. The main areas of interest for the local authority include Cleaner Greener Spaces, the development of communities, culture, and tenants and residents.

Based on the needs of residents of the borough the priorities set for funding are in the areas of health, social services, and young people. There is a special interest in young people leaving the care system, health and safety of the young people and their access to jobs. The council spends more than £15 million on young people.

The underlying principle is that funding is provided in areas where it would most help residents to meet their most pressing social needs. Other areas of interest include Green issues. Support is also provided to the community sector to engender a positive impact on their deprivation and cultural issues are very much on the agenda as residents seek to celebrate and promote their identity.

The process of assistance focuses on 2 main issues

- Accessibility to grants for all who are eligible through a transparent system
- Centralised processing to demystify the system of funding and to ensure that all established sectors are covered.

The grants should also have the effect of

- Empowering the communities
- Reaching all communities especially those with multiple deprivations

The system of grant-making and commissioning is audited by external organisations and found to be fair and transparent and deemed to reach all the target communities and meet all the objectives.

Data on BAME communities is collected as part of a commitment to equalities and there is enough openness to allow all from BAME communities to apply and benefit from the funding. The councillors are committed to minimising whatever barriers prevent certain groups of people from gaining access to funding distributed by the council to create a level playing field with regards to equalities.

3.2 What is funded

In discussions with commissioners, it emerged that the funding programme covered a wide variety of issues that, dealt with but, was not limited to minimising social deprivation. It covered issues that the communities in Southwark feel that is relevant to their wellbeing and identity and in some cases, it also celebrated the culture of the diversity of the borough.

The table below provides a summary of the different funds available in the borough.

Grant programme	Annual Budget
Common Purpose	£801,454
<ul style="list-style-type: none"> • Four-year strategic partner grants 	£431,974
<ul style="list-style-type: none"> • Two-year community engagement grants 	£369,477
Black History Month	£30,000
Neighbourhoods Fund	£630,000
Democracy Fund	£20,000
Community Safety	
Culture	£152,000
Cultural Celebrations Fund	£95,000
Elephant & Castle Community Fund	£55,000
Youth and Play	£500,000
Positive Futures	£750,000
Resident Participation Fund – core grants for Tenant and Resident Associations {TRAs} (HRA)	£178,000
Getting Involved (Housing Revenue Account) (Formerly Tenant & Resident Social Improvement Grants)	£272,123
Capital grants	
Cleaner Greener Safer	£1,880,000
Community Infrastructure Levy Not possible to give annual budget figure – is triggered by developments in the borough	.
Devolved Highways Budget	£800,000

3.3 Promoting the programmes

There are several funds – grants and commissioning, different sizes and different timetables targeted at different groups. The total funding programme is over £6 million per annum

Advertising of the funds is carried out by the commissioning team responsible for the fund. These are widely shared within the community on a variety of platforms and media.

There are workshops and webinars to provide more information about guidance on the priorities and eligibility criteria and the timetable for completion of the application process. Some officers can work with some of the applicants to help strengthen their applications.

Commissioners provide feedback to groups that are not successful in their applications.

3.4 Application process

The process for the award is rigorous to ensure that the funds are provided to deserving organisations who can deliver and report back. It is also expected that this rigorous process will ensure that the funds reach the deserving communities and individuals.

This objective process is regularly reviewed to ensure that the priorities for which the funds are set up are met. The system has been audited by external organisations that found them fit for purpose.

In recognition that there are several persons from disadvantaged organisations residing in the borough, some funds such as the Black History Month funding are targeted at the BAME community. The term BAME is deemed useful for funding purposes to alert all that these communities need some special attention.

3.5 Assessment and award

Whilst the application process is simple for some of the funds, for others it is a multi-stage process requiring due diligence to militate against non-performance. Assessment of the risks requires that the organisations must have all their procedures and policies in place and that they must demonstrate their capability to deliver as well as their capacity to survive as an organisation.

The application and assessment processes are stringent for some applicants but are deemed by the commissioners to be fair and transparent. The council hopes that with the new portal that has been developed, most applicants will find it easier to apply for funding.

3.6 Monitoring the programme

Whilst information about performance has been collected, not enough information on equality, diversity and inclusion is kept on the applicants, especially those that are not successful and so there is no comprehensive list kept of applicants to the various funds.

Some of the funds collect Equality, Diversity, and Inclusion information on the successful applicants but there is very little such information available on unsuccessful applicants. The collection of this information is not as rigorously adhered to even when it is mandatory.

Several of the commissioners did not have information on which of the applicants were from the BAME communities and did not have a ready list of BAME organisations who had applied for funding or been successful.

There was a marked absence of specific positive action programmes aimed at encouraging Black Asian Minority Ethnic groups to apply for funding and to ensure that some of them will receive funding despite the knowledge that some of these organisations were struggling.

3.7 What Equality, Diversity and Inclusion data is collected

Southwark Council Grants programmes – equality data	Collected?	Mandatory?	If yes, what and on whom?
Common Purpose	Yes	No –	Beneficiaries – estimated percentages of those with protected characteristics. NB form approved by EHRP. we state that it doesn't affect the outcome of their application
Black History Month	Yes		
Neighbourhoods Fund	Yes	No.	Funded organisations are asked to collect equalities data on beneficiaries.
Democracy Fund	No	No	
Community Safety	No	No	Providers are asked to collect the data for their records
Culture	Yes	Yes	Quarterly monitoring of participants: revised for 2021-22
Cultural Celebrations Fund			% of participants/audience/visitors that are from BAME communities % of participants/audience/visitors that have a disability Number of BAME artists paid to deliver programmes and performances as part of the project % of board members from BAME communities % of members of the organisation's senior management team from BAME communities Will also request 1 case study per quarter that shows commitment to SST pledges. For future funding rounds, plan to request equalities data from applicants.
Elephant & Castle	Yes	Yes	Ethnicity and age groups of beneficiaries – select ethnic and age groups that will make up most beneficiaries, then add all the others that may be involved.
Youth and Play	Yes	Yes	As part of the application process, the council asks organisations to estimate the percentage of their service users that fall into the protected characteristics of the 2010 Equality Act. This information is used to assess the equalities impact of their Programmes and for compliance with the Public Sector Equality Duty. The form used to collect this information has been developed in line with feedback from the forum for equalities and human rights in Southwark (FEHRs). (Same as Common Purpose).
Positive Futures	Yes	No –	Age, Gender, Disability, Ethnicity of applicants but does not affect the outcome of their application
	Yes	Yes	2 funded groups are required to collect data on users' age, gender, ethnicity & postcode (monitoring framework devised 2012. New contracts will use equalities monitoring forms covering all protected characteristics.
Resident Participation Fund – Getting Involved (formerly Tenant & Resident Social Improvement Grants))			
Capital grants			
Cleaner Greener Safer	Yes	No	Age, Disability, Ethnicity, Gender of applicants
Community Infrastructure Levy			
Devolved Highways Budget	Yes	No	Age, Disability, Ethnicity, sex of applicants

3.8 Changes in the funding regime

Discussions with community leaders provided a useful background of the changes in the funding regime, their view of the funding programme and the use of the term BAME. They provided a rich context of what had happened concerning the funding programmes over the years.

These changes may have been a result of the council's adjustment to severe cuts from the central government, but these changes have been made without an equality impact assessment on BAME organisations. Perhaps it may be such adjustments that lead to the perception that of structural problems faced by organisations.

In their view, these cuts impact more adversely on small BAME organisations who are providing useful services to the community. They challenge the priorities set by the council as the priorities that are needed by the local BAME communities and believe that these priorities are set to exclude small community organisations from operating. In their view, the council officers prefer to deal with larger organisations than with smaller organisations.

The groups that are defunded then disappear because without support from their local authority, attempts to seek outside funding often flounder. This has happened to specialist support organisations and umbrella organisations that have disappeared and are no longer able to provide support for smaller organisations and are no longer around to provide useful intelligence to the local council and what is happening on the ground.

3.9 Lack of positive action on race issues

A colour-blind attitude to race issues in a borough with such immense diversity disadvantages small BAME community organisations. The decision not to fund organisations that provide services to only one section of the community excludes the small BAME communities from applying for funding and yet these are the same groups that have an interest in partnering with the council to solve the social problems within their communities of interest and will help the council to set realistic priorities on the state of the borough.

Whilst the council recognises the usefulness of the term BAME for funding purposes, the lack of a positive action programme can be interpreted as the unwillingness or inability of the council to comply with its Public Sector Equality Duty to level the playing field for BAME groups and whilst it flaunts its non-racist credentials the council is still on its way to becoming an is anti-racist one.

3.10 Competing for funds

Without core funding, small BAME organisations that may have delivery expertise are unable to compete with larger organisations for funding. They are unable to compete for contracts because they lack the "necessary paperwork" required for the assessment process and yet there is no monitoring information that larger organisations are more effective in meeting the needs of the BAME communities. Funding dedicated to BAME organisations with less competition, but a fairer system of assessment and more monitoring and assistance may prove to be more effective in having services delivered to these communities

4 Who are the BAME community groups?

The views from the BAME organisations were captured from a main online survey of the organisations and supplemented with focus groups with some of the organisations.

The findings of the main survey are presented below.

4.1 Composition of board and staff? and service users?

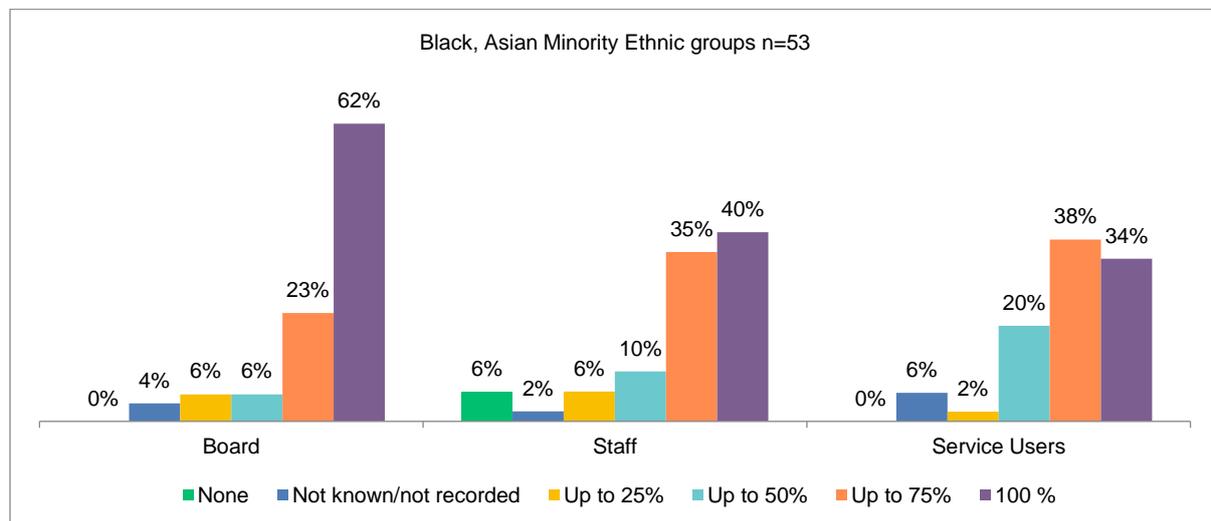
To establish who could be recognised as a BAME led community organisation, we used the description of the National Lotteries who determine that an organisation is BAME led if more than half of the board are from the BAME, or more than half of the staff are from the BAME community. There may have been one or two organisations that identified as BAME based on the further qualification of what proportion of service users are from the Black Asian Minority Ethnic communities, but this outlier organisation did not substantially affect the rich information that the review gathered and analysed.

A larger percentage 62% have boards that are 100% BAME and a further 23% said that their boards were up to 75% BAME.

A total of 75% claimed that their staff consisted of more than 50% BAME.

The BAME component for service users was 72% of respondents who said over half their users were from the BAME communities.

All the organisations have a heavy BAME representation on their board and provide services to BAME users but there were some 4 organisations that had no BAME staff.



There were Latin American, African Caribbean, African, Eastern European led organisations that took part in the survey. A list of respondents is provided in the Appendix.

4.2 Profile of BAME Groups

4.2.1 Longevity

Of the 53 respondents nearly one third had been in existence for more than 20 years and only 2 of the organisations 3.77% had operated for less than one year. A larger percentage 57% had been in operation between 1 and 10 years

This means that though there were just over one-third of the groups that responded to the survey had been in existence for less than 6 years, the other two-third were established organisations that have survived despite the harsh funding terrain.

4.2.2 Legal structure

A larger number of respondents were registered charities 37% or companies limited by guarantee 37%

There was a variety of organisations represented in the survey – there were sole traders, a parish church, a company limited by shares and unincorporated organisations

The variety in legal structure shows the diversity of organisations represented in the borough. We can say that some of the organisations have been willing to try the different alternate forms of registration that are now open to the non-profit sector, community interest companies are represented in the survey as well as charitable incorporated organisations that are newer forms of registrations that have been implemented over the past 10 years or so.

4.2.3 Type of organisation

Grassroots organisation emerged as the most popular, 58% of respondents, Direct service provider was the next most popular selected by 40%. The least popular selection was umbrella organisation at 4% representing two organisations

Grassroots organisations are at the heart of community activity, they tend to engage with the most deprived and are more support-based organisations that provide services across different sectors based on the need in the borough

4.2.4 Sectors served

The four most popular sectors served by the respondents were young people 47%, education 43%, socially excluded 41% and arts leisure and culture 39%

The sectors served by the respondent organisations fit within the priorities identified by the council as being important, children and young people and education and certain dealing with the socially excluded and presumably “hard to reach” communities to provide them with a pathway for them to access mainstream services. More importantly, these organisations are working across all the sectors and since they are providing

4.2.5 Main service users

the three most popular choices were BAME communities 79%, young people 63% and women 56%.

The respondents are serving their communities, to young people they are providing services to women and children, they are dealing with disability issues.

But they are also providing services to the community probably using their experience in dealing with supposedly intractable problems to benefit the community as a whole

4.2.6 Income Profile

The respondents were in the main small organisations. In 2018 only 1 organisation had a turnover of more than £1 million and this had increased to 2 organisations in 2019 and 2020. This was an outlier and the organisation participated in the survey because they were serving many BAME service users.

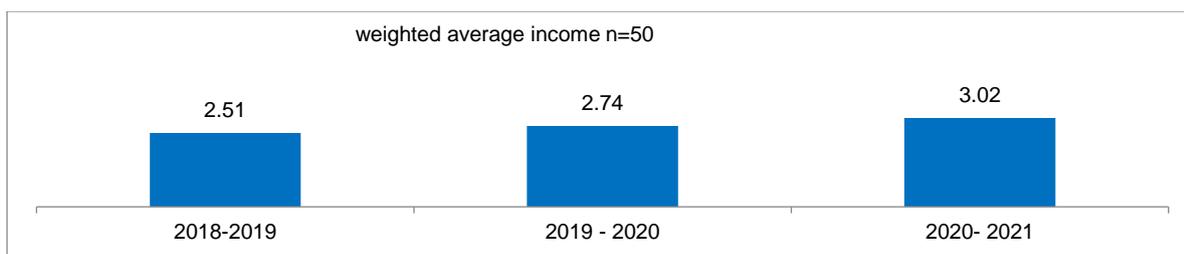
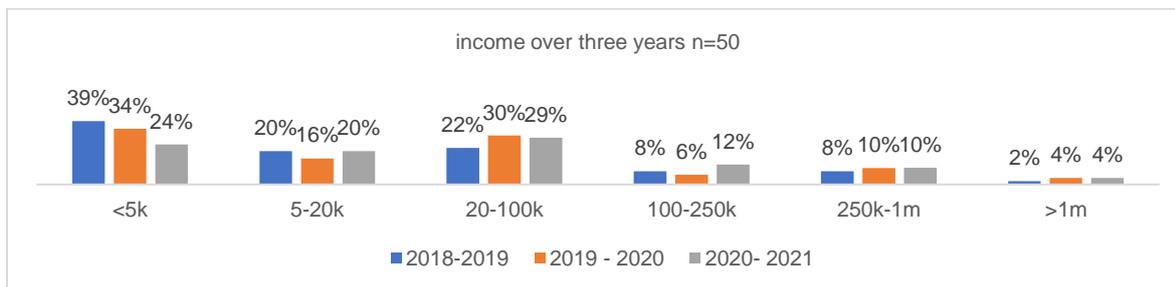
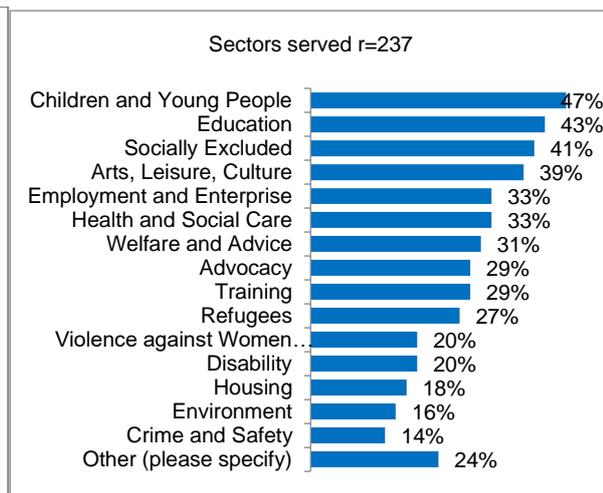
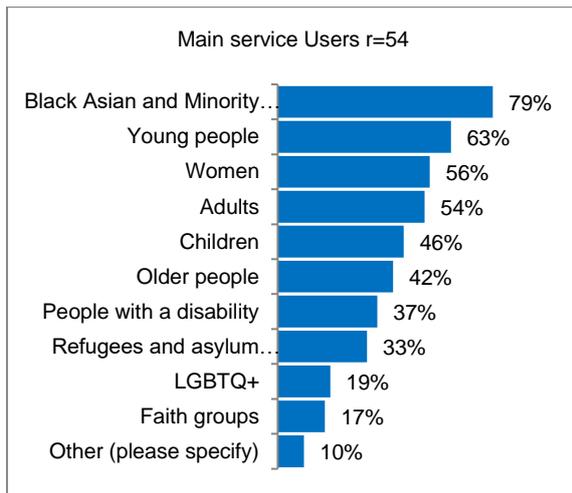
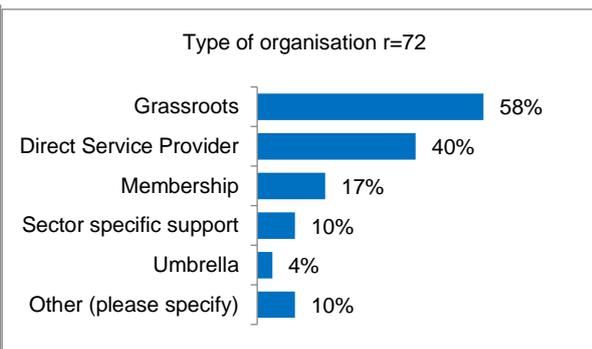
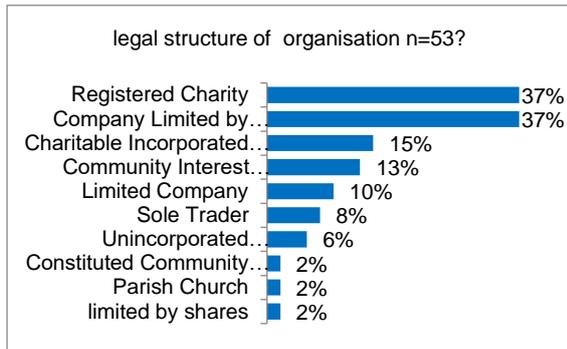
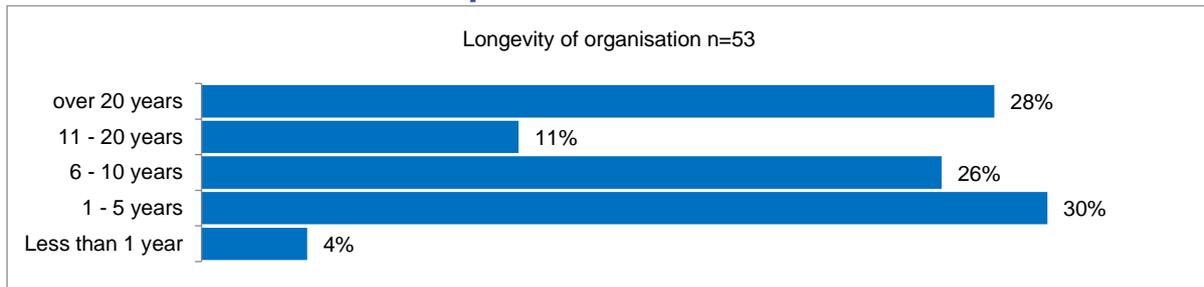
In 2018 many respondents 39% said that their turnover was below £5K, 20% said it was between £5-£20K and 22% stated that it was between £20K -£100k, 8% said it was between £100-£250K, another 8% attested to it being between £250k-£1million and 2% said that it was above £1million.

Apart from those below £5k, which had reduced in proportion by 2021, there seems to have been an improvement and a movement in the £100-£250K category where their proportion has moved from 8% to 12%.

This may mean that the fortunes of groups have improved during this COVID 19 period and organisations may have had more funding to deliver covid related services to BAME communities that were harder hit by the pandemic.

The total income of the respondents increased from £2.51million from 2018/19 to £2.74 million in 2019/20 to £3.02 million in 2020/2021.

4.3 Characteristics of respondents in charts

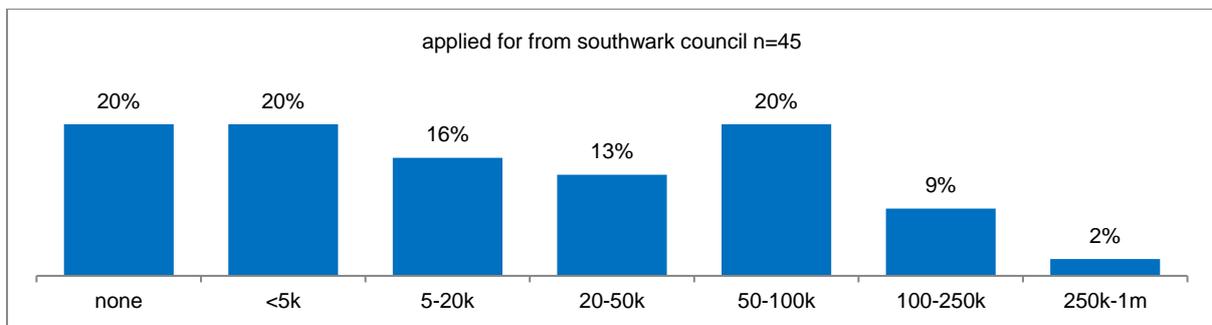


5 Experience of the funding process

5.1 Southwark funding

5.1.1 Amounts requested from Southwark

20% said that they did not apply for any of the Southwark funding. Another 20% of respondents had applied for less than £5k and 1 organisation stated that it had applied for over £250K of funding. The funds requested are evenly spread across the different amounts.

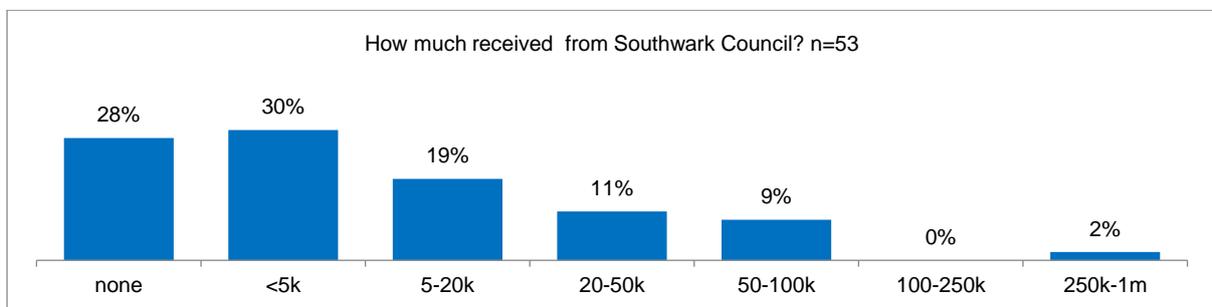


The total amount of funding applied for by respondents was £1,718,206

5.1.2 Funding received

Most who applied for received funding though there was a difference – 28% of respondents said they received no funding at all.

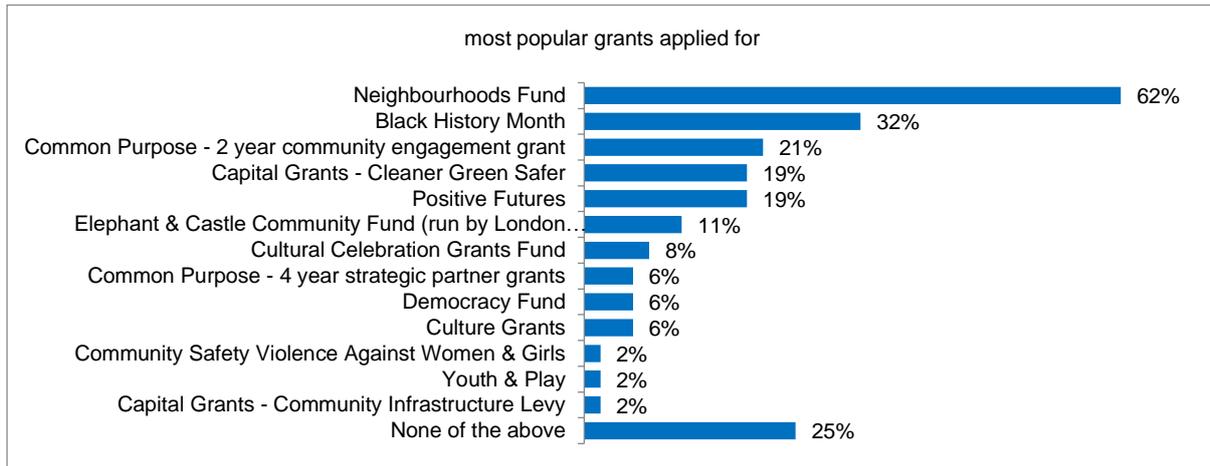
30% said that they received less than £5k of funding. The one organisation that applied for more than £250k got their funding. No respondent received between £100-£250K.



What this means is that 8% of respondents who applied for funding did not get the funds they applied for and the 9% who applied for between £100K-£250k must have been unsuccessful and did not receive any funds or got less than they applied for.

5.1.3 Most popular grants

- 20% of respondents did not apply for any of the grants.
- The most popular grant applied for was the Neighbourhood funds, also the biggest and most general of the funds – 62% followed by the Black History Month grants at 32%
- The Democracy Fund, Common Purpose and Culture grants had only 6% applying for them.
- Disability, Resident participation, Getting Involved and Capital grants from the Devolved highway Budget - no applications

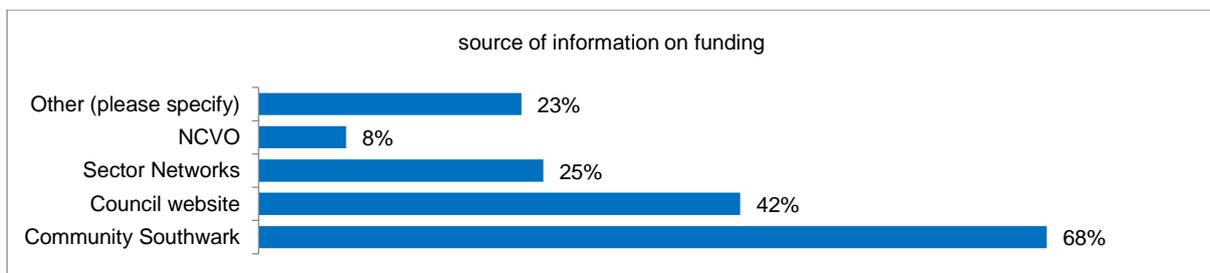


5.1.4 Effective advertising?

Community Southwark, 67% emerged as the most important source of information about funding from the council, followed by information from the council itself. This could be an indication that the advertising and publicity around the grants programme may be reaching its sources.

Other sources included: word of mouth, shared email, Ubele, friend, council, other organisations, Peckham levels and contact with council officials and empowering community coordinator.

Increasingly email and other social media sources have been effective in publicising and targeting communication at the Black Asian Minority Ethnic communities. There was no mention of the social media outlets in the other category.



5.1.5 Assistance and support in the application process?

Several of the organisations stated that they filled the applications in-house. They either relied on their director, employees or trustees who have some experience of filling in application forms.

In some cases, council officials were very helpful in answering all the questions and going through the application form when asked to assist. The guidance notes became simpler and clearer with their support. There were training sessions and webinars organised that helped. In one instance, a customer services agent from the council helped in the filing of the forms

The webinars and training sessions that were organised for some of the funds gave some respondents more confidence in tackling the application forms.

For those who applied for outside support, Community Southwark emerged overwhelmingly as the most popular organisation that helped respondents with their funding application. Other organisations mentioned as assisting include Foundation for Social Improvement (FSI), Founders Vine, Generation Success, London Growth Hub, Mayor of London, Traveller Movement, United St Saviour, Ubele Initiative, Southwark Law Centre, and some local organisations that were not named

5.2 Comments on Southwark application process

The comments about the Southwark application process ranged from simple and easy to fill through to difficult. Some of the key issues are classified below with some of the comments from the respondent.

5.2.1 Simple and easy to fill if you read the guidance

The applications were easy to fill if one took the time to read the guidance notes and attended the training programmes provided. But some applicants did not have the cooperation of the programme officers and had great difficulty with the forms

5.2.2 Difficult language

The language used could be difficult to understand especially from someone whose first language is not English and those with dyslexia such as me struggled with it.

5.2.3 Rigid Eligibility

There was a lack of clarity and to who can apply and for what, the requirements seemed rigid and with preferred applicants in mind. Those of us with different but effective ideas are excluded.

Culture grants are mentioned above but there has not been an open application process since 2016-we are very lucky to still be funded but it is a little disingenuous to have it listed above and any other org besides the five of us funded would encounter very big difficulties applying for funding that is not open!

I find the black history application grant amount is very rigid and hard to meet as we asked to deliver a celebration of our culture and history in a vacuumed - no funding for music, food and the amount is very meager and embarrassing to apply for and if you deviate from the script of presenting our culture in a proud and any int of superiority you deny the funding as this does not fit into the grant decision-makers

image of BAME group so we have to stay to the same old stories of coming from Africa on the boat and how white people save us.! I stop Applying for this grant

Recent small grant pots were so specific that we could not apply for activities we had planned. There is also a lot of work and monitoring for quite smaller amounts of funding

5.2.4 Communication with applicants difficult

Communicating with some programme officers can be difficult. There is no feedback, requests made for a lot of information and documentation, but officers do not respond to letters written or enquiries made. Information about the grants is not provided in a timely fashion

5.2.5 Technical problems with computers

The process demands knowledge of computer use and you are not allowed to see the whole form before you start filling it up

5.3 Other funders

Respondents mentioned that they had experience with the different funding sources. The diversity of these sources is summarised below.

- Income generation through trading and selling services and contracts – Home Office, the Mayor’s Office for Policing and Crime -MOPAC
- Donations and gifts from all sources including membership deals and crowdfunding
- Local and regional trusts and charities
 - St George the martyr, Phoenix Funds, Peckham Settlement, London Funders - St Saviour, London Assembly, London Catalyst, London Community Foundation, - London Community Response to COVID-19 Phoenix Fund Southwark Charities Tesco grant Trust for London
- National funders
 - Lottery, Children in Need, Comic relief. Arts Council
- National Trusts and charities
 - Alan & Babette Sainsbury’s, Guys & St Thomas’ Trust Charity - Foyle foundation previously City Bridge - The Peter Minute Wakefield and Tetley Trust
 -

5.4 Comments on other funders application process

Respondents who had applied to other funders provided some information on their experience with these other funders. The comments on their experiences are summarised below.

5.4.1 Complex procedures and processes

Complex procedure and long application forms that take days to complete only for you to be unsuccessful. There is a huge amount of work to navigate through the outdated portals for you to apply.

Some organisations also conduct a credit search and when the outcome is negative, you do not get the funds

5.4.2 Application periods too short

Short application periods. Not knowing about the time, the application fund is in process

Some funders you do not hear back from. It is hit and miss with other funders plus some of them do not give core funding and they are normally smaller amounts of funding for small projects extensive application forms/process. when funders asked to submit a proposal about your project - then if success you go on to stage 1 application and if successful you move on to stage 2 and if successful the funding officer want additional Information!!!!!!!!!!!! that equates to stage 1 and stage 2 combined ... long and winded - they doubled check and tripled check as if they are still not satisfied- I feel like they want to find something as a way to say - NO

5.4.3 Funding criteria excludes BAME groups

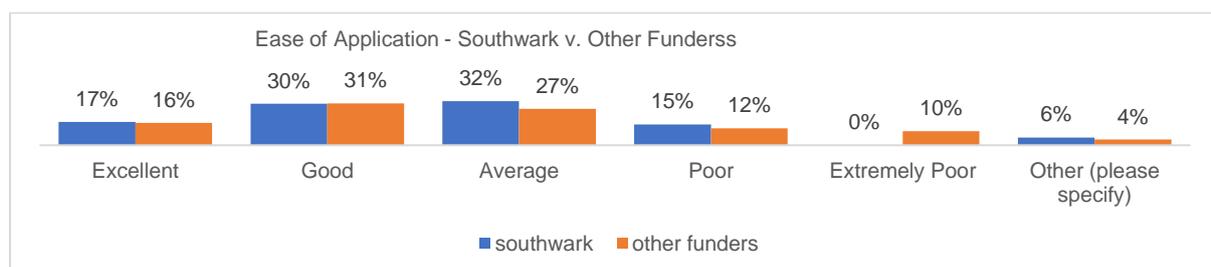
Some funders ask for a lot of information on criteria we do not understand and that does not fit within the services we offer – they do not want to fund advice and case work

5.4.4 Lack of understanding of needs of BAME communities

Some funders do not understand the needs of BAME organisations for small funds and provide long and complex application forms. They also expect that you will compete with mainstream service providers who have more attractive profiles but less experience of the complex problems facing disadvantaged communities

5.5 Comparison

The experience of those who looked for funding outside Southwark was not there were problems and even more difficult to get assistance.



5.6 What other boroughs are doing?

We held discussions with officers from two other boroughs who have a similar proportion of BAME in their population and who face similar levels of deprivation in their boroughs. We wanted to find out how they deliver grants and whether there may be exemplars that we can adopt.

Element	Hackney	Lambeth
commissions	Individual services do their commissioning	Main funding to groups through the commissioning of services – big sized for 3 years. BAME do not get sizeable contracts
purpose	Social inclusion provides grants helping to build a relationship with the community to be able to positively engage them. Provides much-needed intelligence on what is happening in the communities. Collect data on service users	All commissioners must collect EDI information Theoretically, such information is supposed to be tracked but not always and the excuse is that the system changes. Pulling out statistics is not easy because expenditure items are not coded but guided by borough plan and not departmental outcomes
Basis of grants	Historically provided grants to deal with critical community issues such as antisocial behaviour, cultural issues for the many communities of interest	No grants for the voluntary sector are direct from the council, it is outsourced. Covid meant that some organisations such as Youth Play organisations and Age Concern were directly funded
Eligibility and process	The open application process, surgeries by local CVS to help groups	The outsourced organisation encouraged to assist smaller organisations and help build consortia
Assessment	Volunteer representatives help in the assessment of the grants – infrastructure as well as general grants	Statutory services are dependent on budgets from forward plans and there is now a need to examine these to determine the equality impact
amounts	£2.5 million yearly. Some for 2 or 3 years – largest to CVS. No one gets more than £60K. but there is also a community chest of £250 to £1000	Organise national and regional funders forums to assist the VCS sector
Covid19	Provided some extra funding to deal with COVID – helped with the London Community Funding initiative older people or younger in community-led to deal with those issues	Made exception during covid and provided some emergency funding but covid also revealed great inequalities in funding and an urgent need to reconfigure
Future	Maybe go back to core funding?	
BAME Term	BAME is a useful term for the council – prefer self-definition so that we can get the diversity within how the communities organise themselves and capture all the strands of equality and its intersectionality	BAME term is useless in the face of non-collection of data and no analysis of who receives what. Self-identification and analysis of needs are more useful in the face of changing demographics. Excluded communities seem to be the emergent ones though discrimination against BAME people is still rife

5.7 Can we adapt and adopt from other boroughs?

Lambeth commissions services signing three-year contracts with organisations, these contracts are rigorously monitored to ensure delivery reaches beneficiaries from the BAME communities.

The council however understands that community organisations must be supported and it does this not by giving them grants but by outsourcing all the assistance to these organisations to an outside agency that acts as a coordinating agency to support and capacity build organisations, provide a forum for sharing their views and supporting each other or forming consortia to bid for services and more importantly attracting funding from external sources, it organises a periodic funders forums to enable organisations to meet funders.

Whatever funds it has for distribution is outsourced to grant-making organisations that have experience in distributing and managing small grants for its community projects. The facilitating organisation helps the groups to develop and grow and if capable gain core funding to enable them to be sustainable.

Hackney on the other hand divorces its commissioning from its historical grants making. It recognises that not all the commissioned services will reach all parts of the BAME communities effectively and that groups within these communities may wish to undertake some projects based on their specific cultural or language needs or indeed help on issues of social, educational or health promotion issues that have been identified in their communities.

These small grants to community organisations help to keep the communities involved and engaged with the council and help identify a need within these communities where the council can intervene with its main commissioning programme.

The application forms are very simple, the groups are already known and new groups that emerge can be accommodated within the programme. Community representatives are involved in the assessment process to make it more transparent and fairer.

6 Structural barriers to accessing funding

6.1 Comments from the review

Based on the discussions some of the barriers faced by respondents have been grouped into these categories with some comments from the respondents themselves

6.1.1 Difficulties with the application forms

Difficult to understand what is required and fill, lack of time, assembling information, finding the right information

Due to workload constantly run out of time to meet the closing date.

Inhouse capacity and expertise are inadequate to check over the application

Having someone check the application form who is knowledgeable in the area

6.1.2 Institutional capacity

the institutional requirement that is not flexible to different needs

Reluctance to apply because of lack of successful applications from similar businesses

Not always having qualitative information to back up our proposal

Not having core funding to invest in admin etc, not having salaries to employ people, relying on volunteers doing favours during free moments in the evening - often have full-time jobs

6.1.3 Long processes

small organisations need to devote as much time and do applications as to deliver, too many hoops to pass through in competition with others more capable and with the capacity

Lack of time to prepare applications

Navigating operational needs and taking the time needed to apply for fundings

culture cuts and austerity - so it takes full time volunteering without salaries additional information needed and when you supply it, they still want more information and give you a draft of information needed and the timeline to deliver is a small window- which we now called red flag for saying no we can fund you at this time, but no reasons given.

6.1.4 low funding base

Lack of business plan and coherent fundraising strategy

need match funding, the small size means difficult to justify, governance and known trustees with contacts, not enough money in bank etc

There is very little funding to support the structure of the organisation, such as core funding, which limits the capacity that we have for fundraising (for example the Director must fundraise for the organisation on top of managing the service delivery)

This is what happened when, but core funding was stopped in 2011 by Southwark Council

6.1.5 Discrimination

Black groups are not funded, so there is certain negativity about black groups applying with confidence especially when they keep on failing

I think discrimination is the only factor ignoring our consultation and engagement and expecting members of our community to become Trustees when they don't have time or resources

Being a BAME Leader

Reluctance to apply because of lack of successful applications from similar businesses

6.1.6 Not locked in relevant networks

Some networks were mentioned by respondents as networks that they belonged to, and they had hoped that these networks would help secure funding. The most popular was network was community Southwark. Others are

A black women's network Adults Mental Health Network, Africa Advocacy Foundation, APC British & Colombian Chamber of Commerce CAS Coalition of Latin Americans in the UK (CLAUK), Community Action Southwark, Council of Leaders, Trinity Faith Forum Founders Vine FSB, Latin American Network, London GRT partnership London Youth network, NCVO, SCRF UNLTD - Mentor support, Ubele, Southwark Latin American Network, Southwark CAB Network, SFAA, Southwark Stand Together

We do not have advocates in the local authority who can help in opening funding doors.

6.2 Framework for analysis

We devised a framework for analysing the finding from the review and contextualised it since the barriers to funding are both internal and external, but they are also based on characteristics of the funders and grantmakers as well as on attitudes to funding

These factors are summarised in the chart below.

Barriers to funding for Black Asian Minority Ethnic Community and Voluntary Groups		
Factors	Characteristics	Attitudes
Internal	<ul style="list-style-type: none"> • Organisational characteristics • Organisations are small and difficult to get sufficient funding because starting from a low base • Lack of capacity to apply for funding • Struggle with compliance on governance issues • Multi-focussed trying to solve all the problems for the community at the same time • Still moving from the informal to the formal 	Organisational attitudes to funding <ul style="list-style-type: none"> • Difficult concept – need to spend a lot of time on fundraising • Difficult content – too much work in navigating the different funding sources • Difficult process – shouting and complaining will not always help • Negativity based on experiences with the disappearance of core funding and less complete grants
External	<ul style="list-style-type: none"> • Other external characteristics • Lack of networks • Exclusion from formal and Informal funding networks • Consortium working may need too much support • Perception of discrimination 	<ul style="list-style-type: none"> • Funders attitude to BAME groups • Stereotyping of certain groups, racist discrimination • Do not think they can manage the funds – too much due diligence • Do not think that they can deliver and report • Too much scrutiny • Priorities may not be the same for BAME communities

Equinox Consulting 2021 Southwark Standing Together Review

These factors have been echoed in recent reports by:

- Charity so white
- Baobab report
- BOOSKA report

6.3 The discussion and implications

The term BAME lumps people with different ethnicities, nationalities, languages, cultures, and persons born in this country as well recent migrants together, people who are not homogeneous at all and without any explanation of who is included it can be meaningless.

We found out that as a term for funding purposes, it could be useful if it is further explained but most respondents did not think that it was of any use if it was meant to denote identity. In a sense, it was seen as offensive by some and people should not be called BAME or Black Asian Minority Ethnic, but rather called by their identities.

The borough of Southwark which is 54% white has a larger than average proportion of people who would fall into the BAME classification for funding purposes, it also has many deprived communities where these people live.

If council services are targeted at reducing deprivation, then one would expect that there will be some specialist services that would be targeted at these communities, that organisations that receive funds from the local authority will be mandated to reach these organisations or at best some community groups from these communities will be provided funding to help their communities on the assumption that they are closer to the communities and how best where these are or that they have been set up to specifically assist their communities and be more effective.

The council however adopts a colour-blind approach in providing funding, it advertises all its programmes across the board, it has a transparent application process, but the application forms are seen as difficult for some of the communities. The council also adopts a rigorous approach to assessments for funding, looks at organisations that have the capability and the capacity, have all the policies and procedures in place and that has a track record of delivery.

Having established the BAME community organisations are small and in the absence of core funding has no or few staff members, this will put them at a disadvantage in competing for funds with well-established organisations. This implies that their perception that they will only receive small amounts or nothing at all feeds on the decision of some not to apply at all and in the absence of support and assistance in the application process and their conviction that there are few visible minorities on the panel it feeds on their negativity towards funding.

The critical question that cannot be answered without further analysis is whether knowing that BAME groups have not done well in accessing funds from the council has not seen it fit to provide positive action initiatives in line with the Equalities Act 2010 amended and the Public Sector Equality Duty it places on agencies to conduct equality impact assessments on all decisions so that they can minimise the adverse discriminatory impact it will have on people in the protected categories in this case groups led by people from BAME communities.

The comments from the respondents in this research point to fact that BAME groups face some barriers in accessing funding. In the next section, we will analyse these barriers using an appropriate framework.

6.4 Making it easier for BAME groups

Respondents had an experience of funders who were making it easier for eligible organisations to apply for their funds; organisations such as Big Lottery, Southwark Charities, St. George The Martyr, City Bridge Trust and Trust for London, United St Saviours Charity, Garfield Weston Foundation, NLC, Paul Hamlyn Foundation, Esmee Fairbairn. In this list two funds from Southwark Council as worthy of mention: the Neighbourhood fund, Black History Celebration, Southwark Culture Grant

Based on suggestions for improvements from the many participants in this review, some measures that will be most helpful in levelling the playing field and minimising some of the systemic barriers that have discouraged some BAME groups from applying for funding are presented below. These measures should ensure that those who apply have a fairer chance of navigating what some feel is loaded against their being successful in the applications.

6.4.1 Simplifying the application form -a simple portal

Given that over 67% of respondents have used the new funding portal developed by the council, it should be improved to ensure that all the applications are standardised and make it simpler.

More clarity should be provided on the applications, and the language should not be filled with jargon but simple and purposeful, to the extent of helping the applicants by giving them examples of what is required.

The purpose of the guidance notes is to help applicants and not to prevent them from applying, requests for documentation should be kept to a minimum and only essential information that helps in deciding the quality of the application should be asked for. The shorter the form, the better, it should not take more than 10 minutes and should not feel that applicants are writing a thesis as claimed by some.

Despite the complaint from some respondents about digital exclusion, the portal is the best way of inviting applications if some of the forms can be made printable to enable those who are not computer proficient to have a chance at filling them on paper before transferring them onto the computer.

6.4.2 Simpler application process – longer lead times

Advertising the fund should be targeted at people from the BAME community to encourage them to apply.

A longer lead time to allow the group to collect all the required documentation and seek assistance and support will also be a help to these groups.

6.4.3 Providing Support and targeted assistance

- Providing support before the application process is increasingly becoming a feature of some funds that target the BAME communities. This support should be provided on different levels
- Webinars and workshops to explain the application process and the guidance notes, the criteria in some detail
- Webinars and workshops and training on issues that pertain to the filling of the application forms. Topics such as business planning, budgeting, and costing, proving social impact, proposal writing, project management, monitoring and evaluation, report writing, fundraising strategies will be useful for some of the applicants
- An overwhelming 91% of respondents feel that they would benefit from a bid writer especially for the funds where you have a lot of writing to do in a language that funders understand. They would also benefit a dedicated person to
 - Explain the funding for them
 - Look over the application form to edit and correct mistakes
 - Show them examples of successful applications
- Some funders have started providing external consultancy advice as part of the process to funding where a consultant is available to support the applicant through the process

6.4.4 A fairer assessment and awards system

Applicants should be allowed an opportunity to discuss their applications before submission if the objective of the council is to receive applications for projects that will be effective rather than just giving more to organisations that may look efficient on paper.

There does not seem to be enough persons from the BAME community involved in the grant-making and they are invisible in the assessment process. So, more persons representing these communities would provide more confidence that the assessment process is fairer

Other ways of assessing projects such as video applications and face to face interviews may help assure persons that it is the substance contained in the application that is being evaluated and not the applicant.

If the council wants to minimise deprivation, then it must encourage more persons from disadvantaged communities to join forces with them, if good ideas are evaluated the council officers should be able to provide more support to smaller organisations who may be more effective because they know the communities better.

A rapid turnaround will also be more encouraging, and feedback is crucial in motivating smaller groups who are unsuccessful to keep on applying, it will address the negativity that groups have that they are marginalised, and their ideas and projects are not welcome for discussion. At present only 42% of respondents indicated that they received any form of feedback on their unsuccessful applications.

The question that respondents asked was who is more qualified to run a project in a deprived area? An expert of a community group that has more commitment to the area in which they reside and should the council not be encouraging more community activity to empower people to take care of their issues.

6.4.5 Ringfencing some funding

The suggestion of ringfencing funding for smaller groups that will include groups that serve the BAME communities and that are BAME led is a suggestion made by several respondents and that has now been implemented by some private funding charities.

The Lloyd Bank Foundation for instance had 25% of its infrastructure funds to help build the capacity of BAME led infrastructure organisation in some of its regional grants and during the COVID recovery period, national BAME-led infrastructural have been involved in distributing funding to mainly BAME-led organisations. Several other funders are likely to follow in this new approach,

The whole approach to equal opportunity and equity suggests that this is a refreshing approach to signalling that the council is shifting from its non-racist posture to an anti-racist posture for funding and adopting positive action mechanisms in promotion of its Public Sector Equality duty.

Ringfencing funds will encourage the council to work with some of the BAME led community organisations in the borough that serve deprived communities, it will help the council gain more intelligence especially if there are dedicated officers who work with BAME led organisations to co-produce some of the projects.

6.4.6 Capacity building the BAME community sector

The main question of core funding has not been addressed by the council but the concept of ring-fencing that adopts an equality-equity approach to enable some of the community organisations serving the deprived areas to build their institutional capacity and capability to serve their communities better.

The lack of BAME-led infrastructure organisations operating in the borough is worrying for some since in the past these organisations have been responding to increasing positive activity in the borough, they have created forums, helped to coordinate, and assist with capacity building acted as channels of communication between the communities and the council, help to disseminate vital information and held the fabric of the communities together.

The BAME infrastructure community organisations have introduced the smaller groups to wider networks that can assist them in their sectors and further capacity build them.

7 Conclusions

Most respondents did not like the term BAME which they believe is not the best descriptor for people within the Black Asian Minority Ethnic communities who would rather be described by their continent or country of origin rather than a catch-all nebulous term that is meaningless to some and offensive to others. However, some found the term useful for funding purposes and some felt that it encouraged them to apply for funding when it was referred to in the funding application. The terminology is still evolving and yet another descriptor -Black Minoritized Community is emerging.

Southwark Council recognises that there are pockets within the borough that rate high on the indices of deprivation and that there are large numbers of people from Black Asian Minority Ethnic backgrounds that live in these areas. Based on its commitment to minimising deprivation, it has a grant programme through which it works with community and voluntary organisations to provide services outside the scope of its statutory responsibilities. Though it expects that its priorities will be met, there is not enough follow-through to ascertain the extent to which Black Asian Minority Ethnic communities' benefit from these funds and there is no monitoring of the extent to which Black Asian and Minority Ethnic community and voluntary groups are successful when they apply for these grants or an Equality Impact Assessment.

Though the council must know that Black Asian Minority ethnic community groups have a better reach into their communities and that some can deliver services that will better satisfy members of their communities, there is no comprehensive knowledge of who and where these groups are in the borough and though some ethnicity information is collected of groups that successfully apply for funding there is little statistics on those that are unsuccessful. This fuels the perception that many Black Asian Minority Ethnic led facilitating organisations are being defunded over the years as the council restructures its funding programme to adjust to funding cuts from the central government.

These adjustments demand that the council must adopt stringent assessment measures often based on track record and compliance with procedures and policies in place and carrying out rigorous due diligence often disadvantage Black Asian Minority Ethnic community groups some of whom find the application process difficult due to their lack of capacity even though they may have more effective projects.

The dearth of Black Asian Minority Ethnic led umbrella organisations who can help their members with their applications acts as a barrier to their making successful applications and advocating for a level playing field; the absence of visible Black Asian Minority Ethnic persons on the assessment panel continues to fuel the negativity that these groups have developed in applying for funding.

The lack of core funding further aggravates the problems of the sustainability of groups and detracts against the whole concept of community development which the council is desirous of forging.

The structural barriers to successful funding applications include the internal and external characteristics of community organisations and the attitudes of funders as well as the organisations themselves.

8 Recommendations

The following recommendations are made based on the findings of the review:

For funding purposes only, Black Asian and Minority Ethnic organisations should be allowed to self-identify, if 75% or more of the Board of Trustees, Directors, Management Committee and 50% or more of the senior staff of the organisation are from a specific community or identity and have lived experience of that community.

Simplify the application process by providing more clarity on the application forms, offering examples of what is required and explaining the different steps in the application process including the next steps for unsuccessful applicants. The portal must be promoted to all community organisations through the specialist support organisations and elsewhere in the council general publicity to all groups.

Provide funding for specialist support organisations that will assist groups applying for funding which will be run by people from their communities who because they are closer to the groups and beneficiaries and have more intimate knowledge and intelligence of the communities will be more effective in building the capacity of the organisations and the communities.

Compile a register of all voluntary sector organisations within the borough so that they are identifiable by the equality, diversity and inclusion characteristics which will facilitate the council having better communications and relationships with the communities to be able to involve groups and their representative to develop a social value model to address inequalities and deprivation in the borough through its funding and commissioning processes.

Substitute the current colour-blind approach to funding to a more nuanced intersectional one to ensure funding is effective instead of merely efficient in addressing deprivation. In so doing to consider that support to community organisations is important to create a more vibrant social, economic, and political environment

Consider transforming the grants programme to focus more on ideas for projects that will be effective in reducing deprivation and working with selected groups who come up with these ideas to co-produce the project providing them with specialist ring-fenced funding that has sufficient resources to provide capacity building of these organisations to enable them to deliver successfully

Work towards the involvement of members of the community and their representatives in grant and assessment process to make more transparent and fairer and remove the perception of unfairness that fuels the development of a negative approach to funding by Black Asian Minority Ethnic community and voluntary groups

Continue the transition from a non-racist to an anti-racist funding model, adopting positive action mechanisms in promotion of its Public Sector Equality Duty, for example by ring-fencing funding for BAME-led groups that serve the BAME communities and data on success rates of BAME applicants should be analysed and grants awarded only after their impacts have been assessed.

9 Appendix – Review Participants

9.1 BAME Respondents

Latin American Women's Rights Service
 Yenny Betancourt
 Spring Community Hub Formally Central Southwark Community Hub
 Bizzie Bodies CIC
 Wave of Peace (WAVE)
 Aaina Womens Group
 Southwark Hindu Centre
 iiChild
 Turnquick Distribution Ltd
 Elimhouse Community Association Southwark
 TAYOToonz
 Rastafari Movement Uk
 Bezaleel Solutions Limited
 Ballers Football Academy
 Fashtag Clothing Ltd
 Otentik Care
 The Scissors of Oz
 Southwark Everywoman's Centre
 Camberwell After School Project
 Dulwich Music Festival
 Construction Youth Trust
 Theatre Peckham
 Youth Learning Network Ltd
 The Cornerstone
 Passion for Reducing Type 2 Diabetes
 Reach Dem UK
 Smartkid
 The Ernest Foundation
 Elevated Minds CIC
 Age UK Lewisham and Southwark
 Capoeira Angola Community
 Pecan
 Blue Elephant Theatre
 Ancestry Talks
 Southwark Pensioners' Centre
 Latin American Disabled People's Project
 Rastafari Movement UK
 Black Mama Earth Ltd
 Parish of St Peter, Walworth
 Youth Learning Network Ltd
 Love north Southwark
 Bibeasy bibs
 The Ernest Foundation
 The R3cruit
 Carnaval del Pueblo
 Flashy Wings Ministry
 Youth Learning Network Ltd
 Art 247
 Centre for the Advancement of Development and Human Rights

The Bright morning star Prisons and homelessness outreach
 London Senior Social
 Southwark Travellers' Action Group

9.2 Councillors

Cllr MacDonald
 Cllr Ali
 Cllr Babudu

9.3 Commissioners

Michelle Walker

Tina Thorley - Youth Operations & Commissioning Manager
 Pauline Bonner - Empowering Communities Programme Officer
 Houghton, Jillian

Dagmar Tolonen - Senior Project Manager, Cleaner Greener Safer

Libby Dunstan (Pioneer Fund)

Michelle Walker, Southwark Arts & Culture

Palmela Witter, Southwark - Positive Futures

Katherine Pitt

Ahmed Forid & Pauline Bonner

Andrew Matheson, Southwark, Senior Commissioning Officer, C & V Sector
 Engagement Division, Environment & Leisure Dept

Stephen Bahooshy

John Abbott, Head - Regeneration North, CE's Dept

John McCormack - Tenant and Home Involvement Team Leader

9.4 Borough Councils

Sarah Hale, - - Grants and Investment Manager, Hackney

Grace Gbadamosi – Senior Strategy and Policy, Communities and Equalities
 Lambeth

9.5 Community leaders

Ade Adebambo - London Accountancy Project

Gissella Valle, Latin American Womens Rights Service

David Reid, Community Southwark

Russell Profitt, Golden Oldies Community Leader

Aubyn Graham, Elim House, Community Leader

Cedric Whilby, SUNBEAM, Community Leader

Sandra Evans – Community Bridges

9.6 Focus group

Suzann McLean - Theatre Peckham

Grace Smith - Mental Fight Club

Peter Beaumont:

Sister Stella - Rastafari Movement UK Food and Well-being First

Sandra Ferguson :

Romina Lopez - LatinHubUK

Elaine Joseph :

Jacy Stewart: Local Access Partnership

Cathy Duplessis - Southwark Pensioners' Centre:

Lindon: Melanin Health & Wellness

Nancy Liscano - VOADES UK

David Reid Community Southwark

Carlos Corredor, AYMARA SOCIAL ENTERPRISE CIC.

Queenie Iye Enefolo Ekuerhare - Flashy Wings Ministry

Maryam Bachoo - Computing and Programming Academy

Gisela Valle - Latin American Women's Rights Service

9.7 Questionnaire

Q1 How long has the organisation been established?							
Answer Choices	Responses						
Less than 1 year	4%	2					
1 - 5 years	30%	16					
6 - 10 years	26%	14					
11 - 20 years	11%	6					
over 20 years	28%	15					
Answered		53					
Q2 Name of Organisation							
Answered		52					
Q3 What percentage of these groups of people are from Black, Asian Minority Ethnic groups							
	None	Not known/not recorded	Up to 25%	Up to 50%	Up to 75%		
Board	0%	4%	6%	6%	23%	100%	
Staff	6%	2%	6%	10%	35%	62%	
Service Users	0%	6%	2%	20%	38%	40%	
Answered						34%	
						53	
Q4 What was your total income in these financial years?							
	<5k	5-20k	20-100k	100-250k	250k-1m		
2018-2019	39%	20%	22%	8%	8%	>1m	
2019 - 2020	34%	16%	30%	6%	10%	2%	
2020- 2021	24%	20%	29%	12%	10%	4%	
						4%	
Q5 Please tick all the Southwark funds for which you have applied. Tick all that apply							
Answer Choices	Responses						
None of the above	25%	13					
Capital Grants - Community Infrastructure Levy	2%	1					
Youth & Play	2%	1					
Community Safety Violence Against Women & Girls	2%	1					
Culture Grants	6%	3					
Democracy Fund	6%	3					
Common Purpose - 4-year strategic partner grants	6%	3					
Cultural Celebration Grants Fund	8%	4					
Elephant & Castle Community Fund	11%	6					
Positive Futures	19%	10					
Capital Grants - Cleaner Green Safer	19%	10					

Common Purpose - 2-year community engagement grant	21%	11	
Black History Month	32%	17	
Neighbourhoods Fund	62%	33	
Answered		53	
Q6 How much did you apply for across all the funds you ticked in Question 5?			
none	20%	9	
<5k	20%	9	
5-20k	16%	7	
20-50k	13%	6	
50-100k	20%	9	
100-250k	9%	4	
250k-1m	2%	1	
£501,000 - £1m	0%		
>1m	0%		
	100%	45	
Q7 How much funding did you receive from all the funds you applied for from Southwark Council?			
Answer Choices	Responses		
none	28%	15	
<5k	30%	16	
5-20k	19%	10	
20-50k	11%	6	
50-100k	9%	5	
100-250k	0%	0	
250k-1m	2%	1	
£501,000 - £1m	0%	0	
>1m	0%	0	
Answered		53	
Q8 How do you hear about funding opportunities? Please tick all that apply			
Answer Choices	Responses		
Community Southwark	68%	36	
Council website	42%	22	
Sector Networks	25%	13	
NCVO	8%	4	
Other (please specify)	23%	12	
Answered		53	
Q9 Who helps you to apply for funding? (Please state the individual or organisation)			

Answered	50	
Q10 Please describe any advice and support that was available to you before applying for the funding from Southwark?		
Answer Choices	Responses	
1.	100%	46
2.	43%	20
3.	20%	9
4.	13%	6
Answered		46
Q11. Were you given any feedback on your application?		
Answer Choices	Responses	
Yes	42%	22
No	58%	30
Answered		52
Q12 Please describe any problems you encountered in applying for funding from Southwark?		
Answered	49	
Q13 How do you think Southwark can improve their funding application process to make it more accessible for Black Asian and Minority Ethnic applicants?		
Answer Choices	Responses	
1.	100%	50
2.	76%	38
3.	60%	30
4.	38%	19
5.	22%	11
Answered		50
Q14 What assistance do you need to be more successful in accessing funding from Southwark?		
Answer Choices	Responses	
1.	100%	46
2.	57%	26
3.	41%	19
4.	33%	15
5.	20%	9
Answered		46

Q15 Please rate the Southwark application process		
Answer Choices	Responses	
Excellent (very clear, with all information I needed to apply set out clearly, sufficient time to prepare & submit application)	17%	9
Good (some information on the process that helped me in completing the form)	30%	16
Average (just about ok because I have applied before so familiar with form/process)	32%	17
Poor (I had to spend a lot of time trying to find out eligibility and what I could apply for)	15%	8
Extremely Poor (I did not apply as I found the process placed barriers in my way) or was discouraging.	0%	0
Other (please specify)	6%	3
	Answered	53
Q16. Have you used the Southwark Council's online portal?		
Answer Choices	Responses	
Yes	68%	36
No	32%	17
	Answered	53
Q17 Please list your other sources of funding?		
Answer Choices	Responses	
1.	98%	47
2.	65%	31
3.	52%	25
4.	33%	16
5.	21%	10
	Answered	48
Q18 Please describe any problems you encountered in applying for funding from other funders?		
Answered	44	

Q19 Please rate the application process used by other funders you have dealt with?		
Answer Choices	Responses	
Excellent (very clear eligibility, bidding workshop, information I needed to apply set out clearly, sufficient time to prepare and submit application)	16%	8
Good (some information on the process that helped me in completing the form)	31%	15
Average (just about ok because I have applied before so familiar with form/process)	27%	13
Poor (I had to spend a lot of time trying to find out eligibility and what I could apply for)	12%	6
Extremely Poor (I did not apply as I found the process placed barriers in my way) or was discouraging.	10%	5
Other (please specify)	4%	2
	Answered	49
Q20 What assistance do you need to be more successful in raising funds from other sources?		
Answer Choices	Responses	
1.	100%	43
2.	51%	22
3.	23%	10
	Answered	43
Q21 Please specify up to 3 areas in which you would like support to improve your chances of making successful funding applications.		
Answer Choices	Responses	
1.	100%	43
2.	77%	33
3.	53%	23
	Answered	43
Q22 Who provides you with advice and support - please specify up to three organisations?"		
Answer Choices	Responses	
1. most important	100%	45
2.next most important	60%	27
3. important	47%	21
	Answered	45

Q23 Please specify up to 3 networks to which you belong?		
Answer Choices	Responses	
1. most important	98%	44
2. next most important	80%	36
3. important	60%	27
	Answered	45
Q24 Would you find it useful to receive support from a fundraising bid writer?		
Answer Choices	Responses	
Yes	91%	43
No	9%	4
	Answered	47
Q25 Please describe the factors that would make for a good funding application process and provide examples of funders who have demonstrated this.		
Answered	45	
Skipped	8	
Q26 Thinking about your experience of applying for funding what are the factors, do you think, that prevent you from having more success in raising funds for your organisation?		
Answer Choices	Responses	
1.	100%	48
2.	75%	36
3.	63%	30
4.	31%	15
5.	13%	6
	Answered	48
Q27 What is the legal structure of your organisation?		
Answer Choices	Responses	
Other (please specify)		
limited by shares	2%	1
Parish Church	2%	1
Constituted Community Group	2%	1
Unincorporated organisation	6%	3
Sole Trader	8%	4
Limited Company	10%	5
Community Interest Company	13%	7
Charitable Incorporated Organisation	15%	8
Company Limited by Guarantee	37%	19
Registered Charity	37%	19
Mutual and Cooperative	0%	0
Exempt or Excepted Charity	0%	0
	100.00%	52

Q30 Who are your main service users? Please select all that apply		
Answer Choices	Responses	
Other (please specify)	10%	5
Faith groups	17%	9
LGBTQ+	19%	10
Refugees and asylum seekers	33%	17
People with a disability	37%	19
Older people	42%	22
Children	46%	24
Adults	54%	28
Women	56%	29
Young people	63%	33
Black Asian and Minority Ethnic communities	79%	41
	Answered	52
Q31 Would you be prepared to take part in a focus group?		
Answer Choices	Responses	
Yes	71%	37
No	13%	7
Depends (please specify)	15%	8
	Answered	52
Q32 Please provide us with your preferred contact details.		
Answer Choices	Responses	
Name:	100%	51
Name of Organisation:	98%	50
Address:	0%	0
Address 2:	0%	0
City/Town:	0%	0
State/Province:	0%	0
ZIP/Postal Code:	94%	48
Country:	0%	0
Email Address:	98%	50
Phone Number:	94%	48
	Answered	51

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ROCKET SCIENCE

Community Investment Review

Research for the London Borough of
Southwark



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1. Executive Summary

The Community Investment Review - key themes

This report is the output of the second stage of a review to identify how the Council can better prioritise its investment in VCS services to deliver outcomes for Southwark communities. It builds on the Stage One work comprising the Southwark Stands Together review of the Council's funding of Black, Asian and minority ethnic groups. Stage Two is based around six key lines of enquiry ("KLOEs") on effectiveness, reducing inequality, partnership working, social and economic value, community infrastructure, and embedding services in neighbourhoods. The review focuses on a specified list of programmes that make community investments across Southwark (see p.11), rather than funding for VCS organisations to deliver local statutory services.

The Council's community investment under review comprises annual grants and contracts to the value of over £11m pa to local voluntary and community sector (VCS) organisations. The Council has been a consistent investor and supporter of the sector. Under the community investment programme alone, over £56m has been made available to the sector in the five years since 2016. Southwark continues to be one of the most beneficent of the London boroughs in its grant-funding of the sector and it is apparent that these sustained levels of investment, supported by the Council's Community Team, paid dividends in the wake of the Covid 19 pandemic.

Covid-19 has, however, shone an unflinching light on local communities, revealing levels of poverty and community distress which have compelled the Council to consider a step change in its approach to grants and funding; one that recognises the scale of need across Southwark's communities, the evidence that the virus has had a disproportionately heavier impact on already disadvantaged and minoritized groups and that, in both adversity and normality, the VCS plays a vital role in sustaining a civil society.

In commissioning this review, the Council asked that we "evaluate how things are currently done" and "identify opportunities for improvement in order to achieve better outcomes for Southwark's communities." We also argue that the findings need to be considered in the wider context of the Council's relationship with the voluntary and community sector. To this end, the report sets the review against the backdrop of current debates and thinking on the role of civil society in the "age of Coronavirus" and how the voluntary and community sector should be regarded as integral to local efforts to "build back better." Several local authorities are now using the challenge of



recovering from the pandemic to rethink their roles. We highlight some cases in the review of Councils' taking a Community Wealth Building approach from which Southwark could learn and which, in the longer term, is an opportunity to refocus and re-energise your community investment.

The report has four main parts. [Section 2](#) provides an overview of the voluntary and community sector in Southwark and its current funding. [Section 3](#) draws on our research and consultations to describe and assess the Council's current community investment (ie the position "as is"), by following each of the six Key Lines of Enquiry as set out in the brief. [Section 4](#) considers the Council's future community investment (ie the potential "to be") in the light of complementary policy drivers, nationally and locally, which present opportunities to change the programme. A mix of both operational and more strategic recommendations, which could re-position your investment programme as an instrument of community power, are summarised below.

Section 2 – the VCS and its funding in Southwark

Southwark is one of the 50 most deprived local authorities in England, with marked deprivation levels in areas such as Aylesbury, South Bermondsey and Peckham. Conversely, however, the borough has many civic strengths and assets, with very positive ratings in the recent [Civic Strengths Index for London](#) report.

Charity Commission data allows for detailed analysis of local charities in a way that is not possible for other types of VCS organisations. The charitable sector in LB Southwark is large in both number and income of organisations, including both locally focused and regional/national charities, but the number of BAME-focused organisations is relatively low.

Over the last 5 years, LB Southwark has provided an average of £11.3m of community investment per year to VCS organisations, with the majority of this (£7.4m a year) in contracts rather than grants. Cross-referencing LB Southwark funding data with Charity Commission data suggests that only a small number of BAME-focused organisations have received funding.

There are a wide range of both national and local funders also supporting VCS organisations in LB Southwark. We estimate that annual levels of community investment are currently over £40m. This still means that the Council's community investment grants (at around 20% of the total) comprise a proportionally significant part of all local funding available, and makes LB Southwark one of the most beneficent local authorities in London .

Section 3 - As is: Community investment currently

Local VCS organisations (c.50) which took part in our survey were broadly positive about the effectiveness of LBS funding. Core funding is a key enabling requirement; there are opportunities



for more joined-up funding approaches and promoting access to contracts as well as grants programmes.

Effective and fair processes are central to enabling VCS organisations to tackle inequality issues, which have been exposed and exacerbated by the Covid-19 pandemic. We found evidence which supports the Stage One Review's findings of barriers preventing access to your community investment by Black Asian and Minority Ethnic groups. The recent monitoring of Black History Month grant applicants against protected characteristics has potential broader value, illustrating the importance of consistently collecting and monitoring data on your grant funds.

Not everything that counts is easy to count, but there is potential value also in greater consistency in the collection and analysis of funding impact data. The high levels of volunteering recorded by Common Purpose projects, for example, have a substantial economic and social value.

There is a widespread view that LB Southwark partnership working with the VCS is focused primarily on informing and consulting rather than collaboration and co-production.

There is appreciation of the level of funding going into Community Southwark and the value of the infrastructure support services they provide. However, the findings from the SST Review suggest the need for more specialist BAME infrastructure. There is some scepticism around how practical or sustainable the Southwark Community Hub approach – developed as a response to Covid-19 pandemic – would be as a permanent model.

Neighbourhood-level funding from LB Southwark should be seen as an important element of the Council's funding support, but not exclusively as non-place-based funding can be appropriate and equally effective in other instances. One size doesn't fit all; there would be value in applying the *subsidiarity* principle to the community investment in future services to determine which are most appropriately devolved, and to what level.

Section 4 – To be: Community investment in future

Across all aspects of the Council's community investment, there is an opportunity for a more flexible approach aligned with the [Civil Society Futures](#) principles of power, accountability, connectedness and trust ([PACT](#)).

In an exercise to test the aspirations of the Council as a funder, stakeholders proposed that greater flexibility should include more focus on tackling root causes, a sharper equalities-lens, a more balanced approach to risk and more proportionate monitoring and evaluation focusing on overall impact, using an updated shared outcomes framework.



Summary Conclusions and Recommendations

Both sections 3 and 4 conclude with sets of recommendations. The following priorities (drawn from section 3), “six to fix”, relate in turn to each of this review’s six Key Lines of Enquiry; these focus on practical measures to enhance the Council’s community investment so that local communities are at the heart of future policy making and the borough’s post-Covid recovery plans.

1. **Effectiveness of the funding:** The review contains numerous examples of innovative and effective community investment across a wide range of different funding programmes. However, the siloed nature of many of the funds, sitting within different teams, is a major barrier to overall effectiveness. There is no clear strategic purpose or narrative as to the key objectives of the Council’s considerable community investment. Although the Communities Commissioning Team has driven the development of an outcomes framework, in partnership with Public Health, interviews with other teams, as well as Council leaders, suggest that the take up and use of this approach has been far from comprehensive or consistent. As the borough looks to rebuild from the pandemic and redefine its role as an enabling Council, it is an opportune moment to reset your investment programme, possibly by pooling all your *place-based funding* into a single pot, the “Southwark Community Fund.” (See the example below of the Bristol Impact Fund (an amalgamation in 2017 of eight different council grants), or the [Newcastle Fund](#) which delivers management and administration efficiencies through a single-pot approach, a single application form, shared due diligence and a common outcomes and reporting framework.
2. **Reducing Inequalities:** The capabilities of the online funding portal give LB Southwark the opportunity to harness data and digital technology in support of your policy objectives. Our analysis of your recent monitoring of Black History Month grants, for example, demonstrates how the portal could be used more extensively to ensure community investment grants are inclusive and fully accessible by BAME-led groups representative of Southwark’s diverse communities. Data collection should be more focused on delivering agreed socio-economic outcomes and measures of community wellbeing, and not preoccupied, as in the past, with counting project outputs. To build a true understanding of impact, there needs to be consistency in collection of outcomes data across different Community Investment funding programmes, linked to the reframed shared outcomes framework the application of which would be enhanced if it was prioritised by the cross-Authority Commissioning Officers Group.
3. **Partnership working with the local VCS:** there is clearly a strong and trusted relationship between the sector and the local authority which is largely enabled and managed by the



work of the relatively small Communities Team. It is more questionable to what extent this level of understanding and support of the local VCS is shared more widely across other departments and teams within the Council. The nature of the VCS relationship with LB Southwark, largely focused on this one team of officers, seems to perpetuate a quite traditional, paternalistic view of the sector as the beneficiary of grants, rather than as a genuine voice of the community which is active in the co-design, development and delivery of community services and manifestations of community power, whether grant funded or commissioned. For this to happen requires the Council's relevant teams all to have VCS liaison officers at a senior level who, working together, can form part of a more strategic partnership with representatives of the local sector.

4. **Social and economic value of the funding:** the Council leadership's appreciation of the sector would be enhanced if the Authority was able to capture both the impact of its community investment, but also the true social and economic value of the local voluntary and community sector. We found no evidence of any coherent or coordinated effort to measure, analyse or report this over and beyond single programme reports to Cabinet. The Council seems to be lacking a system for capturing social value, at least in terms of the contributions to community life and wellbeing of its vibrant voluntary and community sector. There are examples where some progress is happening in this area, such as in the data monitoring and measurement of the Common Purpose programme, but this is an isolated case. There is a huge opportunity for the Council, in partnership with other funders and voluntary sector leaders, to develop a consistent Southwark-wide approach to understanding and recognising social value, drawing on one or more of the increasingly sophisticated, but customisable tools (eg Social Value Hub's National Social Value Measurement Framework) which can be regionalised/localised to focus on four aspects – supporting covid-19 recovery, tackling economic inequality, fighting climate change and driving equal opportunities.
5. **Supporting community infrastructure:** stakeholders from both the Council and the local voluntary and community sector show a strong appreciation of the work of the local Council for Voluntary Service (CVS), Community Southwark, which is reflected in the comparatively high levels of investment the Council has made in the CVS. There is a risk, however, that the Council's approach to contract-managing and monitoring Community Southwark fails to reflect the degree of trust which is needed to allow the local infrastructure provider simply to get on with its work. The value of the plethora of VCS local networks supported by Community Southwark and the Council paid dividends during Covid in enabling local collaboration and grass-roots emergency responses, including the faith network and the



equalities, human rights and advice forum. The Stage One, Southwark Stands Together report has clearly identified, however, a relative paucity of specialist support services and networks for minoritized communities. We would recommend your applying the learning from the work of [the London Community Response](#) by investing in a group of Equity Partners - prioritising sustainable and specialist infrastructure to redress structural imbalances and enable the Council's funding to reach and support previously underfunded groups, including those which might have emerged during the pandemic.

6. **Embedding services at a neighbourhood level:** there are a number of local authorities taking a post-pandemic Community Wealth Building (CWB) approach which are at different stages of maturity (eg Preston vs North Ayrshire both featured in this review). These offer pointers for Southwark as it develops its neighbourhood service model and notions of community power. Where CWB is being developed, community anchors tend to be those which meet CLES [definition](#) of large organisations whose economic viability is linked to the wellbeing of the community (eg NHS, Universities etc). Given Southwark's assets and settlements, we see opportunities for broadening the definition of community anchors to include VCSE organisations which, whilst not having the same economic impact are nevertheless 'anchored' within communities and neighbourhoods. A facilitative approach by the local authority between those larger and smaller organisations may enhance the ability of CWB to benefit local communities and neighbourhoods. This may be particularly relevant given the mandated role of the VCSE sector in Integrated Care Systems.

A Call to Action - if you only did one thing . . .

This review has highlighted considerable opportunities facing a comparatively asset-rich borough like LB Southwark should it wish significantly to reframe its engagement and empowerment of local communities. The brief for this review did not extend to the development of an action plan. It would be more appropriate at this juncture, given what has been brutally exposed by the pandemic, for the Council and community partners to commit jointly to the co-design and delivery of a plan which resets the relationship. The Borough's successful bid for funding from DLUHC for a **Partnerships for People and Place** pilot immediately offers the opportunity to test what a new-look programme of Community Investment programme needs to be like based in one part of the Borough. However, this wider call to action, starting on the basis of the following SWOT analysis (below), needs to engage representatives and voices from all Southwark's diverse communities, particularly those that are black led, and work according to the set of [PACT principles](#), namely of Power, Accountability, Connection and Trust which will help you shape a shared future together.



London Borough of Southwark Community Investment – S.W.O.T. Analysis

Strengths

- Size and range of grant funding programmes
- Commitment to funding organisations' core costs
- Transparency of the Council's investments in the local community
- Richness of information and local intelligence collected
- Value and variety of local networks which have paid dividend during the pandemic
- Connection of grants with place-based communities and neighbourhoods
- Communication – strong connections between the local VCS and the Council's sector support team

Weaknesses

- Disproportionate monitoring and reporting requirements in some programmes
 - Apparent disconnection between grants and commissioning
 - A lack of strategic purpose or narrative as to the key objectives of LBS community investment – ie updated shared outcomes framework and common goals lacking
 - Grant funding can seem overly contractual and insufficiently relational, missing opportunities to release the sector's real value
 - Uncertainty of continued/multi-annual funding undermines organisations' capacity to build capacity and invest longer-term in communities
- Risk aversity tends to result in funding safer, known organisations



Opportunities

- Greater recognition of grass-roots, community organisations and informal social action
- Collaboration with other local funders (Southwark Funders Forum; Southwark Giving)
- Capturing a permanent, affordable legacy from the Community Hub model
- Capitalising on the interest in hyper-local, place-based approaches and finding the right balance between centralised and neighbourhood delivery of services
- Strengthen internal working across the Council eg to coordinate with other sources of grant funding (eg CIL);
- Support grant-funded local VCSOs to bid for/win contracts
- Resource a more coordinated offer of organisational development and support for VCSOs
- Link community investment grant making to key strategic policies and priorities, including early intervention/prevention, community power and wealth-building
- Elections and new CEO in 2022 . . .

Threats

- Covid has necessitated a preoccupation with crisis funding (and those with multiple needs) at the expense of prevention/early intervention and support for those with single issues
- Turnover in Council teams - making and sustaining a mutually supportive relationship difficult
- Lack of understanding or appreciation of the sector within key Council teams - limits opportunities for commissioning of local VCSOs to deliver services
- Rising demand – all partners having to make reduced levels of funding go further
- Reductions in core funding (and infrastructure support) would impact hugely on local civil society organisations
- Retreating to “business as usual” ways of working, including pre-pandemic approaches to community investment
- Uneven distribution of community assets across the Borough will require a variable approach to neighbourhood–investment and community wealth building which will be politically challenging

Figure 1 – LB Southwark Community Investment – Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis



2.The VCS and its funding in Southwark

Section 2 summary – the VCS and its funding in Southwark

- This review aims to identify how LB Southwark can better prioritise its community investment through a range of identified funding programmes to the VCS. It builds on the Southwark Stands Together review of the Council's funding of Black, Asian and minority ethnic groups.
- Southwark is one of the 50 most deprived local authorities in England, with marked deprivation levels in areas such as Aylesbury, South Bermondsey and Peckham. Conversely, however, the borough has many civic strengths and assets, with very positive ratings in the recent Civic Strengths Index for London report
- Charity Commission data allows for detailed analysis of local charities in a way that is not possible for other types of VCS organisations. The charitable sector in LB Southwark is large in both number and income of organisations including both locally-focused and regional/national charities, but the number of BAME-focused organisations is relatively low
- LB Southwark has provided an average of £11.3m of community investment per year to VCS organisations, with the majority of this (£7.4m a year) in contracts rather than grants. Cross-referencing LB Southwark funding data with Charity Commission data suggests that only a small number of BAME-focused organisations have received funding
- There are a wide range of both national and local funders supporting VCS organisations in LB Southwark and the Council's community investment funding is a proportionally significant part of the local funding available.

2.1 Aims of the review and the key lines of enquiry

This report is Stage Two of the London Borough of Southwark's review of its grant-making and commissioning which aims to identify how the Council can better prioritise its investment in voluntary and community sector (VCS) services in order to deliver positive outcomes for Southwark's communities.



Stage One, undertaken by Equinox Consulting, comprised the Southwark Stands Together (SST) review of the Council's funding of Black, Asian and minority ethnic groups. This identifies the structural barriers that they face in making successful applications, and how to address them.

This Stage Two report follows on from the partnership between the Council and the local VCS which reviewed community needs arising from the impact of the Covid-19 pandemic. This produced a series of recommendations contained in the Community Hub Review of September 2020.¹

The work of the Community Support Alliance "enabled a leap forward in collaborative cross-sector working, achieving more in 6 months than in the previous 6 years." Local partners recognise, however, that the extraordinary levels of resourcing and spending which the Hub has required during the pandemic are unsustainable in the long-term. Nevertheless, the challenges which surfaced during Southwark's crisis response highlighted the need to change the Council's approach to community investment to one that acknowledges the scale of need across Southwark's communities, and the role and potential of the voluntary and community sector in addressing these.

Key lines of enquiry

The Community Investment Grants Review has six key lines of enquiry ("KLOEs"):

1. **How effective are LB Southwark grants and commissioning in delivering outcomes for residents and a ["fairer future for all"](#)**
2. **Whether the Council's funding programmes contribute to long-term reductions in inequality**
3. **How well LB Southwark involves VCS providers and works in partnership**
4. **How well LB Southwark measures the social and economic value of its investment**
5. **How LB Southwark's investment supports community infrastructure**
6. **The effectiveness of funding programmes in embedding services in neighbourhoods**

In following each of these KLOEs, we have identified and drawn on a range of relevant examples of local authorities' working with the VCS sector, including good practice in grant-making and commissioning, which could be applied in Southwark.

¹ Southwark Covid-19 Community Hub: Report of the Review Working Group



Scope of funding under review

The Community Investment Review has focused on a specified list of VCS funding programmes and contracts. Those in scope do not form the entirety of LB Southwark's funding of the sector, which is detailed in *Section 2.4 LB Southwark funding of VCS* below. In particular, there are a number of large contracts with VCS organisations, mainly for statutory service delivery (such as children's social care), which are outside the scope of the analysis in this report. The in-scope programmes are listed below (Figure 2); a brief summary of each and the funding available is provided in Figure 3: In-scope funding programmes – summary information

Figure 2: In-scope funding programmes – listed by grants / contracts, 2021

In-scope grants programmes	In-scope services in contract
Common Purpose	CVS and Emergency Support Services
Neighbourhoods Fund	Community Legal Advice Services Programme
Community Safety	Community Safety contracts
Culture	Older People's Hub and Disability Grants
Youth and Play	Southwark Works
Positive Futures	
Resident Participation Fund	
Getting Involved Grants	

The brief required the review to “evaluate how things are currently done” and “identify opportunities for improvement in order to achieve better outcomes for Southwark communities.” This has invariably focused on the work of the Council's Commissioning and Voluntary Sector Support Team in order to review the efficiency (ie processes), equity (fairness) and effectiveness (impact) of the relevant grants/contracts. Where appropriate, however, we have widened the review's horizon to consider the full potential of the Council's community investment (its grants, commissioning of the sector and additional assets/support) as part of the ongoing re-thinking of the Council's role post-pandemic, as local partners look to collaborate more to implement a sustainable recovery.



Figure 3: In-scope funding programmes – summary information

Services in contract/Grant programme	Contract / Grant	Summary description	Budget (pa)	Timescale/ period/ end date	Lead / Sponsor Department	Main VCS providers
CVS contract & Emergency Support Scheme	Contract	Contract for VCS umbrella organisation - capacity building, voice and leadership of civil society sector, support for volunteering. CVS contract = £383,730; ESS = £50,000	£434,000	Ending March 2024, with the extension of 4+1 years.	Environment and Leisure / Communities	Community Southwark
Community Legal Advice Services Programme	Contract	Generalist contract - Supporting residents through welfare reform, also resolving cross cutting problems such as housing / debt / benefits / employment.	£600,000	Ending March 2025.	Environment and Leisure / Communities	Citizens Advice Southwark
Older people and carers' hub	Contract	Contract is with Age UK Lewisham & Southwark which leads a consortium of local partners to deliver the Ageing Well Southwark project providing co-ordinated information, advice and support to older people and carers	£900,000	Commenced May 2020, ends April 2023 with two options to extend.	Children's and Adults' Services	Age UK Lewisham & Southwark, Blackfriars Settlement, LinkAge Southwark, Southwark Carers, Southwark Pensioners Centre, Time & Talents
Southwark Works	Contract	The Council's longstanding employment support programme and is formed of a network of providers who offer a range of tailored employment support based on underlying needs, such as mental health, homelessness or disability..	£575,000 (to VCS providers)	July 2021 - June 2023.	Chief Executive's department, Local Economy team	VCS providers: Camden Society, Renaisi, St Giles Trust, Step Ahead, Thames Reach
Common Purpose	Grant	15 four year grants & 16 two year grants. The overall aims of the Common Purpose programme are to bring Southwark's diverse communities together, tackle social exclusion and support communities particularly	£801,000	Current grants run to end of March 2023.	Environment and Leisure	31 awards to 30 VCS organisations. Largest grant recipients: Southwark Pensioners Centre, Somali Integration



		affected by the Covid-19 pandemic and to promote a greener borough.				& Development Association, Pecan, Manna Society
Neighbourhoods Fund	Grant	The Neighbourhoods Fund's purpose is to spend on community projects that make a difference to the lives and neighbourhoods of local people in Southwark. The projects must be ward based within the Empowering Communities area (20k-30k to be spent on each ward).	£630,000	Annual – opens in autumn.	Environment and Leisure	205 awards to 159 different VCS providers in 2020-21
Culture	Grant	Year-long project grants that support arts and cultural organisations in delivering and creating opportunities, activities and benefits for local residents.	£152,000	Annual - Ending in March 2022. New grants commissioning process being rolled out for April 2022 awards	Environment and Leisure	2020/21 recipients: London Bubble Theatre, Blue Elephant Theatre, Theatre Peckham, South London Gallery, Southwark Park Galleries London.
Positive Futures / Youth and Play	Grant	Current funding is a merger of the Positive Futures programme and also £500k for 19 youth services organisations which receive grants between £4k and £45k - Organisations funded to deliver activities across Southwark for children and young people aged 5-25, to meet outcomes of activities for children and young people strategies.	£750,000	Final year of delivery. New grants commissioning process is being rolled out for Positive Futures for Young People Fund grants beginning April 2022	Environment and Leisure / Youth and Play	Youth and Play awards to 19 VCS providers in 2020/21
Resident Participation Fund	Grant	Aims to set out a wide range of actions to strengthen the way the Council works with the people who live in Council homes.	£178,000	Annual - financial year		
Getting Involved Grants (HRA)	Grant	Accepts applications from TRAs and TOMs for up to £5,000 to run local projects and activities aimed at improving the wellbeing of people living in council homes.	£272,000	Annual – financial year		



2.2 Community needs and strengths in LB Southwark

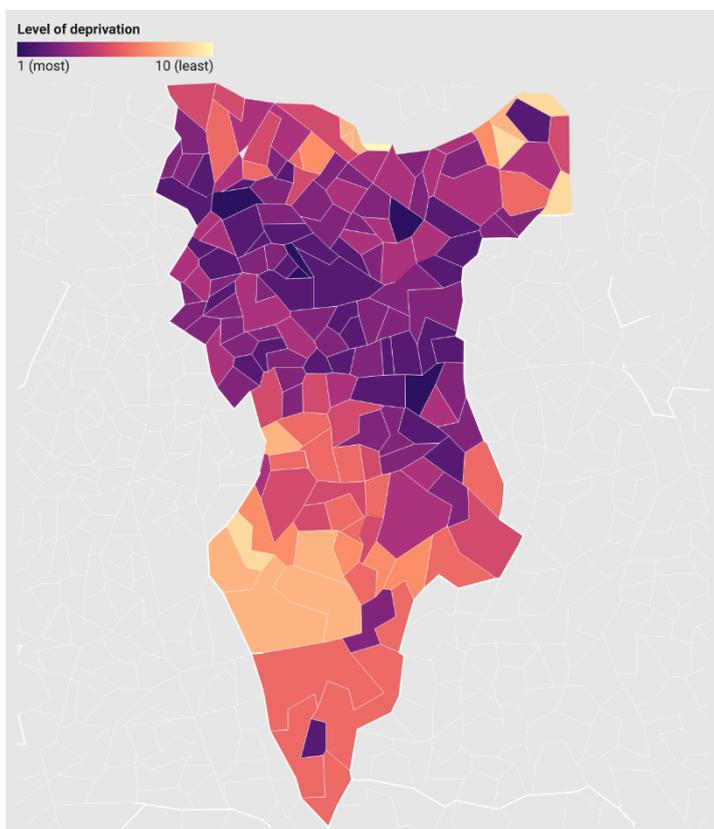
LB Southwark is one of the 50 most deprived local authorities in England and one of the 10 most deprived in London

LB Southwark is ranked as the 43rd most deprived out of 326 local authorities in England on the Indices of deprivation 2019 (IMD 2019). Notably, Southwark is one of the ten most deprived out of the 33 London boroughs (Barking and Dagenham ranking = 5th most deprived out of 326; Hackney – 7th; Newham – 12th; Tower Hamlets – 27th; Islington – 28th; Lewisham – 35th; Haringey – 37th; Lambeth – 42nd).

Deprivation is concentrated in the north / centre of the borough, in areas such as Aylesbury, South Bermondsey and Peckham

Figure 4 below shows the distribution of lower super output areas (LSOAs) by Index of Multiple Deprivation (IMD) decile across the borough. There are areas of relative affluence in the north of the borough bordering the Thames and in the south around Dulwich. However, there are also some markedly deprived areas in the north and central areas of the borough, including Aylesbury, South Bermondsey and Peckham.

Figure 4: Index of Multiple Deprivation decile by LSOA in Southwark, 2019





Source: Index of Multiple Deprivation 2019

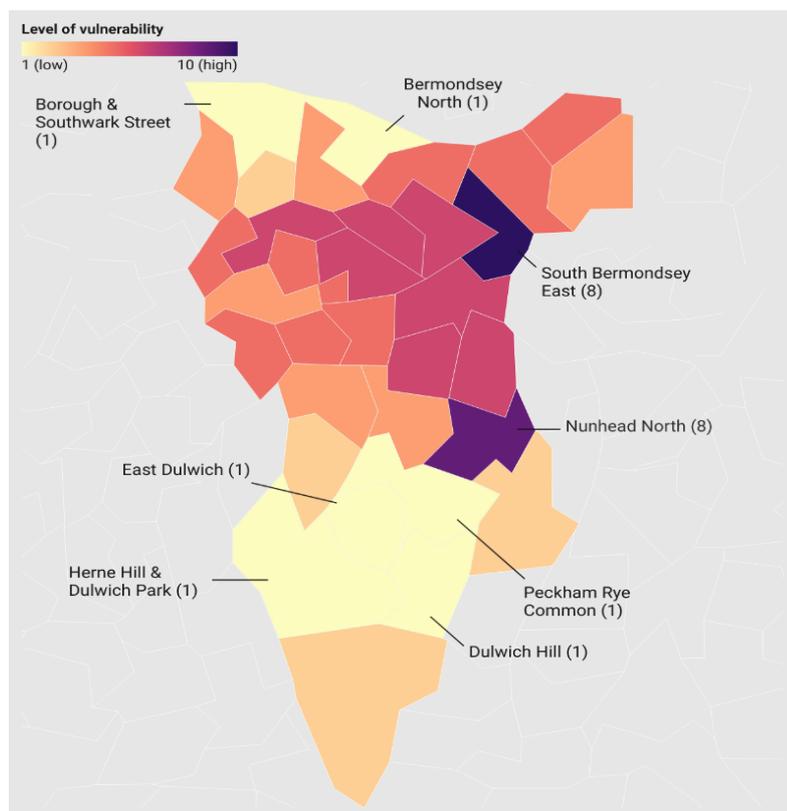
The Covid-19 vulnerability index shows a similar distribution of need to IMD, with highest levels of vulnerability clustered in the north/centre of the borough

The British Red Cross have developed a Covid-19 vulnerability index², based on a mixture of health, economic and social vulnerability measures:

- Clinical vulnerability
- Other health/wellbeing needs
- Economic/financial vulnerability
- Social vulnerability (including physical/geographical isolation).

The distribution of vulnerability follows a similar pattern to the distribution of deprivation, with again the most vulnerable communities being in the north / centre of the borough, including South Bermondsey and Nunhead North.

Figure 5: Covid-19 vulnerability decile by MSOA in Southwark, 2021



² <https://britishredcrossociety.github.io/covid-19-vulnerability/>

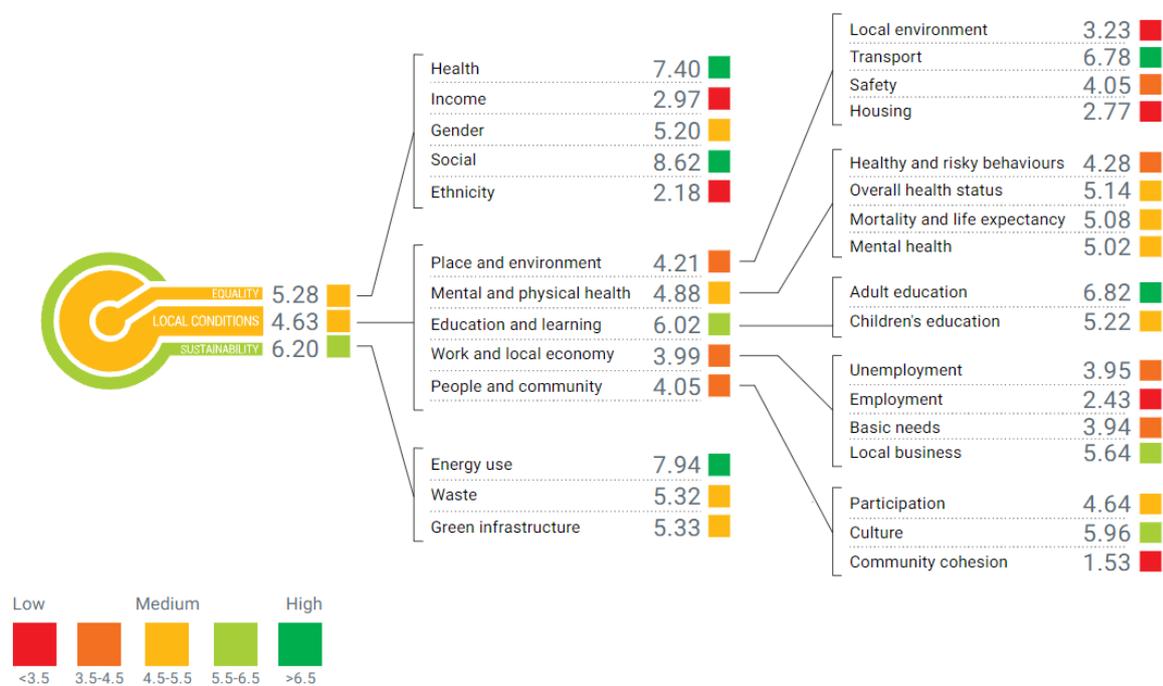


Source: British Red Cross Covid-19 vulnerability index, accessed October 2021

Thriving Places Index data suggests that LB Southwark is broadly comparable to other nearby London boroughs, with a good score around sustainability

It is important to consider the local context in terms of assets as well as deficits, and on these measures, LB Southwark often performs well. First, the Centre for Thriving Places produces a Thriving Places Index, which ranks Southwark as medium for Equality and Local conditions and above average for Sustainability, as shown in Figure 6 below. These ratings are broadly comparable with other neighbouring and nearby London boroughs, as shown in Figure 7.

Figure 6: Thriving Places Index overview for Southwark, 2021



Source: Centre for Thriving Places [Thriving Places Index](#)

Figure 7: Thriving Places Index, 2021- main indicator ratings for LB Southwark and nearby London boroughs

	Equality	Local conditions	Sustainability
Wandsworth	5.25	5.63	5.71
Greenwich	5.96	4.71	5.89
Southwark	5.28	4.63	6.20
Lambeth	5.74	4.29	5.95
Lewisham	5.24	4.85	5.75

Source: Centre for Thriving Places [Thriving Places Index](#)



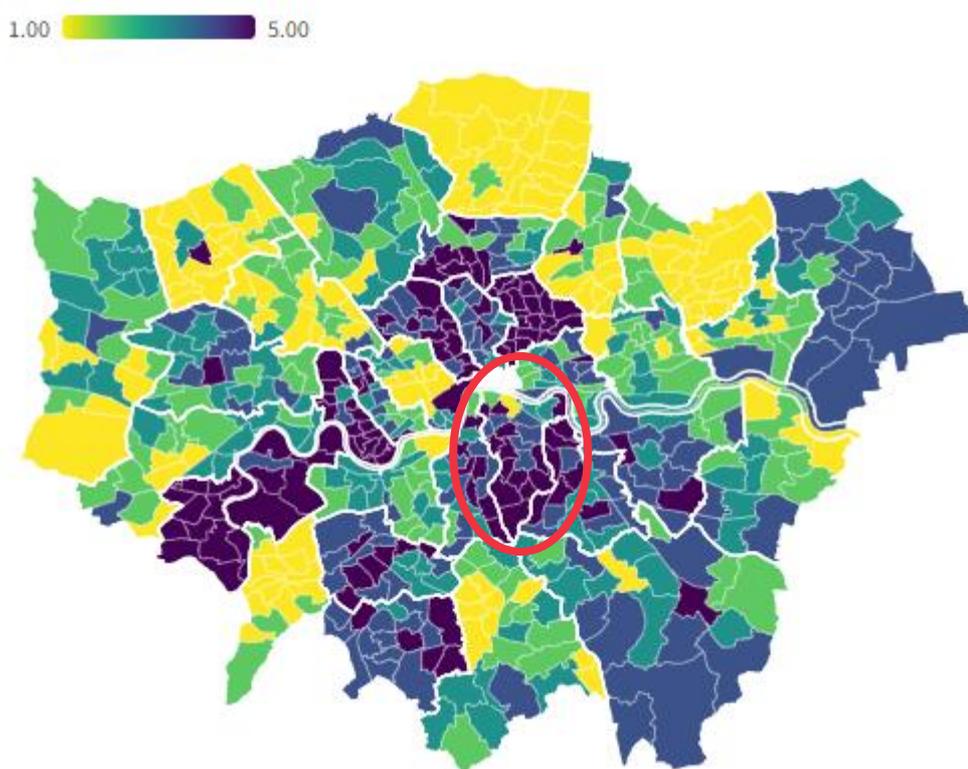
The recently produced London Civic Strength Index ranks most wards in LB Southwark highly for civic strength – particularly those in the south of the borough

In October 2021, the Young Foundation produced [A Civic Strength Index for London](#) report, funded by the GLA, which maps civic strength at a ward level by three primary domains:

- Relationships and Social Capital
- Democratic Engagement
- Public and Social Infrastructure

Figure 8 below shows the ward ratings by combined scores across all the domains of civic strength; it can be seen that LB Southwark generally scores well in comparison to most other London boroughs, particularly in wards towards the south of the borough. Only two wards in the borough – London Bridge and West Bermondsey (1st quintile) and Borough and Bankside (2nd quintile) – are ranked in the bottom two quintiles (where 1 = lowest/bottom and 5 = highest/top).

Figure 8: London Civic Strengths Index, 2021- map of wards by combined scores across all domains of civic strength (with 1 being the bottom and 5 being the top quintile)



Source: [London Civic Strength Index](#), The Young Foundation, October 2021



2.3 The VCS in Southwark

As part of the Community Investment Review, we conducted an analysis of Charity Commission data on charities based in LB Southwark. The overall size of the VCS in Southwark is far bigger than just charities, as the sector also includes unregistered community organisations, social enterprises, community benefit societies, sports clubs and others. Registered charities, however, are likely to make up a notable proportion of the voluntary sector and using data from the Charity Commission England and Wales allows for more detailed analysis than other data sources.

The available data set from the Charity Commission provides information on all registered charities including the following fields which we have used in this analysis:

- **Registered address of their main office** – used to show geographic distribution in this section
- **Income band** (Micro, Small, Medium, Large, Major, Super-Major)
- **Area of benefit** (Charities can define their area of benefit by named local authority / authorities, by region or as national / international charities)
- **Main activities** – charities self-select one or more categories
- **Main beneficiaries** – charities self-select one or more categories.

Throughout we have categorised charities based on their area of benefit:

- **Locally focused** – if a charity specifically named LB Southwark within their area of benefit, they have been classified as a locally focused charity.
- **Non-locally focused** – London-wide, national or international charities that specified their area of benefit by region or country have been classified as non-locally focused charities. In this way, we have been able to differentiate between the very large organisations – such as the Salvation Army and The Royal British Legion – which have their national headquarters in Southwark, and charities that are more focused on supporting local communities.

We have also been able to use [LB Southwark open funding data](#) to cross-reference charity numbers for charities that are both based in LB Southwark and have received funding from the Council.

LB Southwark has a proportionally large number of charities with substantially higher levels of income than either the London or the England-wide average

Before looking in detail at charities based in Southwark, it is useful to compare the size of the charity sector in Southwark with London-wide and national figures for the number of charities and



their income. Figure 9 below shows that LB Southwark has a proportionally high number of charities per head of population (4.17 per 1,000 people compared to a national average of 2.83 per 1,000 people) and, in particular, the level of income for charities in LB Southwark is markedly higher than the national average (£6.9k per person compared to a national average of £1.4k per person).

It is important to note that this information is based on the registered address of charities on the Charity Commission database, rather than the location of beneficiaries. This means that when looking at charity figures across London as a whole there is a substantial head-office effect: many national charities will have their head office in London and this will weight the proportional number of charities and their income towards London rather than other regions in England. This head-office effect also has a substantial impact for LB Southwark, with the two largest charities (the Salvation Army and the Royal British Legion) having a combined income of £416m in the latest financial year.

Even with this head-office effect caveat, however, the high proportional figures for number and income of charities in LB Southwark are an indicator of local civic strength.

Figure 9: Number and annual income of charities in LB Southwark, compared to London and England-wide figures

	Number of charities [A]	Income (£m) [B]	Population (1000s) [C]	Charities per 1,000 persons [A/C]	Income per person [B*1000/C]
LB Southwark	1,335	2,221	320	4.17	£6,942
London	31,898	36,613	9,002	3.54	£4,067
England	160,188	80,363	56,550	2.83	£1,421

Source: Charity Commission England & Wales May 2021 download, ONS mid-year 2020 population estimates

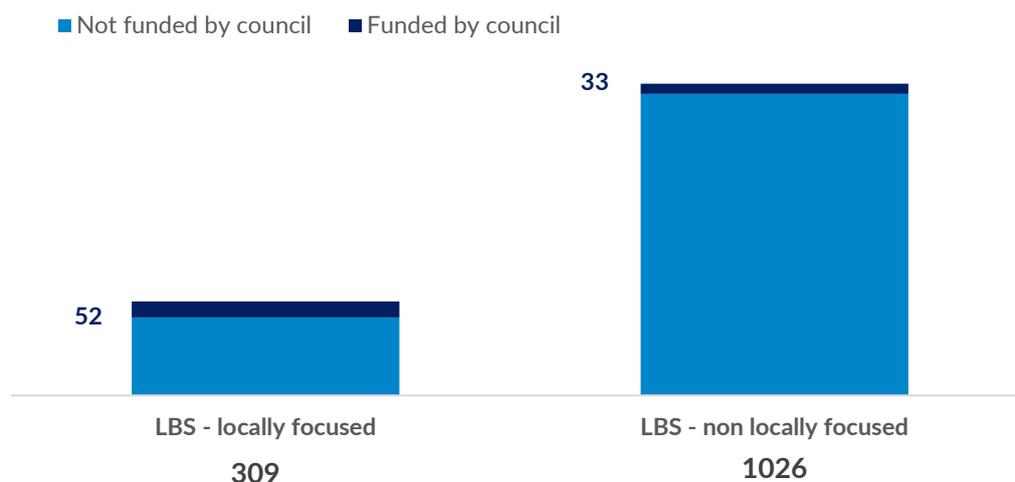
The majority of charities based in Southwark do not have a specific focus on investing in Southwark; the Council funds a greater proportion of the locally focused charities than the non-locally focused charities.

Analysis of the area of benefit field in Charity Commission data suggests that the majority of charities in LB Southwark tend to have a wider regional, national or international area of benefit, with only 309 out of 1335 charities (23%) based in the borough explicitly including LB Southwark in their area of benefit.

LB Southwark has funded 52 out of 309 (17%) of the locally-focused charities, but only 33 out of the 1026 (3.2%) of the non-locally focused charities.



Figure 10: Number of charities by head office location and geographic focus

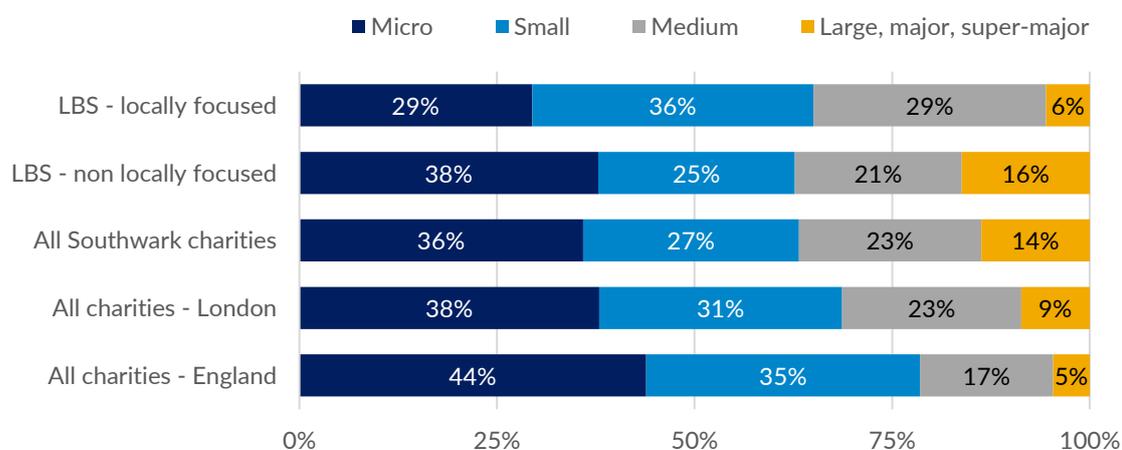


Source: Charity Commission England & Wales May 2021 download, LBS funding data

Charities focused on local delivery tend to be smaller

- Locally focused charities tend to be smaller to medium sized charities. Only 6% of locally focused charities registered in Southwark have an income above £1m.
- In comparison, 16% of non-locally focused charities based in Southwark have an income of more than £1m. This includes large national and international charities, as well as specific types of charities such as colleges and universities.
- Overall, there is a greater proportion of larger charities (income >£1m) based in Southwark compared to either London-wide or England-wide figures

Figure 11: Proportion of charities by income band* and by geographic type (%)



*Income bands: Micro: <£10k; Small: £10-100k; Medium £100k-£1m; Large, major, super-major: £1m+

Source: Charity Commission England & Wales, May 2021 download



Education and training are the most common activities of charities

Charities in their submissions to the Charity Commission can select one or more activities that they focus on delivering. Across all the categories of 'Funded by the council', 'Locally focused' and 'Non-locally focused', the most commonly mentioned activity was 'Education and Training'. Amongst charities funded by the Council, there is a larger proportion of Economic / Community Development charities (46%) than there is in either the set of all locally focused charities (19%) or all non-locally focused charities (also 19%) in the borough..

Figure 12: Proportion of charities by area of work and grouping (%)

Area of work	Funded by council	LBS - Locally focused	LBS - non locally focused
Education/training	70	56	58
Economic/community development	46	19	19
Prevention or relief of poverty	39	24	33
Arts/culture/heritage/science	36	25	20
Disability	28	14	15
Amateur Sport	24	15	6
Advancement of health	22	14	26
Recreation	17	14	5
Religious activities	12	33	27
Environment/conservation/heritage	11	12	9
Human Rights/equality and diversity	10	5	8
Accommodation/housing	8	6	8
Overseas aid/famine relief	5	5	12
Animals	0	1	1

Source: Charity Commission England & Wales May 2021 download, LBS funding data

There is a particular concentration of charities based in the three wards of Borough & Bankside, London Bridge & West Bermondsey, and Chaucer

Charity Commission data lists the registered main office of each charity and it is possible to map the distribution of these registered locations by ward. The location of *beneficiaries* will often be much wider than one ward, so mapping the distribution of registered offices does not give an accurate reflection of the distribution of beneficiaries and service provision. Even with this caveat, it is notable that over 500 of the 1334 charities registered in Southwark are located in just three wards (504 charities [37.8%] are based in Borough & Bankside, London Bridge & West Bermondsey, and

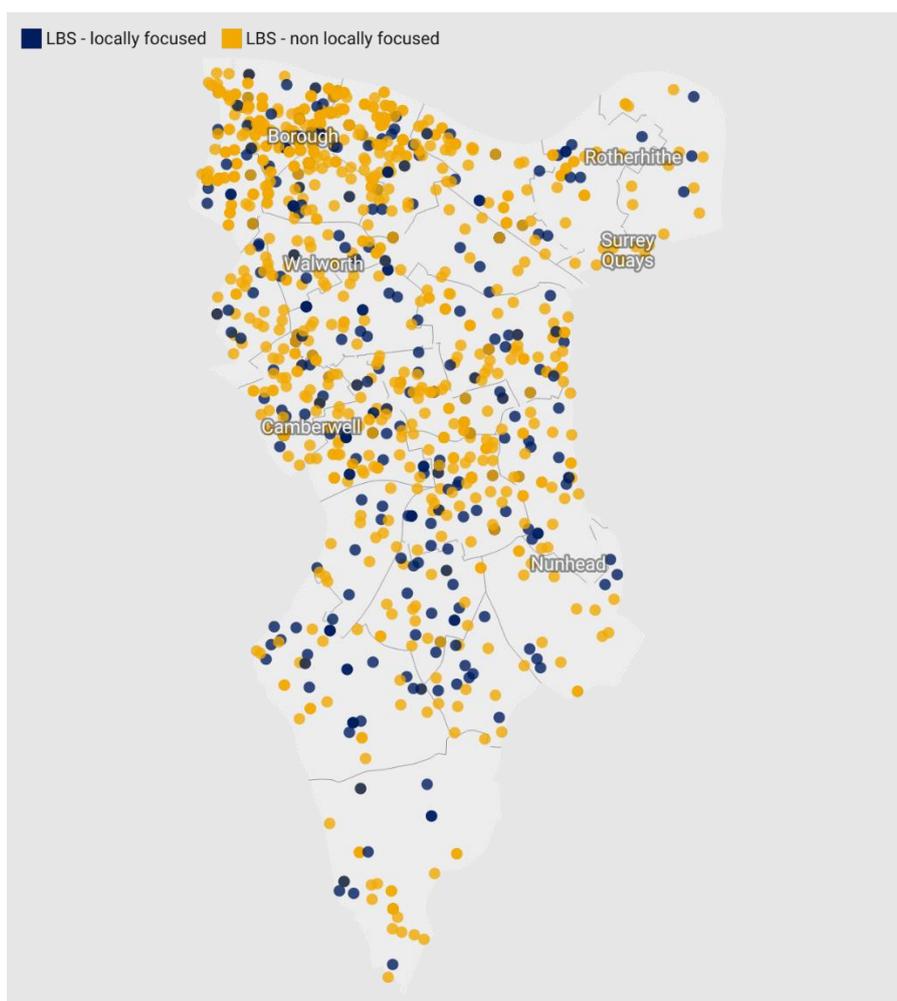


Chaucer) of the 21 wards that make up the London Borough of Southwark. This concentration is particularly marked for regional and national charities, with 437 (42.6%) of 1,026 non-locally focused charities being based in these three wards.

In contrast, the three wards with the fewest charities (Surrey Docks, Champion Hill and Dulwich Hill) have a total of 51 charities (3.8%) with a registered main address within the ward.

Figure 13 maps this distribution by both locally-focused and non-locally focused charities; the detail of the numbers and proportions of charities by ward is then given in Figure 14.

Figure 13: Map of charities registered in Southwark by location of registered main office



Source: Charity Commission England & Wales May 2021 download



Figure 14: Number and proportion of charities based in Southwark by Ward

Ward	Locally-focused		Non-locally focused		All LBS-based charities	
	n	%	n	%	n	%
Borough & Bankside	25	8.1%	164	16.0%	189	14.2%
London Bridge & West Bermonds	28	9.1%	158	15.4%	186	13.9%
Chaucer	14	4.5%	115	11.2%	129	9.7%
St George's	17	5.5%	68	6.6%	85	6.4%
St Giles	23	7.4%	51	5.0%	74	5.5%
Old Kent Road	16	5.2%	57	5.6%	73	5.5%
Rye Lane	21	6.8%	42	4.1%	63	4.7%
Camberwell Green	17	5.5%	45	4.4%	62	4.6%
Peckham	14	4.5%	39	3.8%	53	4.0%
North Bermondsey	9	2.9%	39	3.8%	48	3.6%
Dulwich Village	24	7.8%	23	2.2%	47	3.5%
Rotherhithe	7	2.3%	33	3.2%	40	3.0%
Nunhead & Queen's Road	13	4.2%	25	2.4%	38	2.8%
Dulwich Wood	10	3.2%	26	2.5%	36	2.7%
North Walworth	9	2.9%	23	2.2%	32	2.4%
Newington	6	1.9%	26	2.5%	32	2.4%
Faraday	14	4.5%	16	1.6%	30	2.2%
Goose Green	14	4.5%	14	1.4%	28	2.1%
Peckham Rye	6	1.9%	14	1.4%	20	1.5%
South Bermondsey	6	1.9%	13	1.3%	19	1.4%
Dulwich Hill	8	2.6%	11	1.1%	19	1.4%
Champion Hill	5	1.6%	13	1.3%	18	1.3%
Surrey Docks	3	1.0%	11	1.1%	14	1.0%
Total	309		1,026		1,335	

Source: Charity Commission England & Wales May 2021 download

Only 13.4% charities LB Southwark explicitly state that people from BAME communities are one of their beneficiary groups, compared to 17.0% of charities across London

Charity Commission annual reporting data does not identify BAME-led organisations, but it does list the main beneficiary groups of charities, which includes a BAME category as one of seven categories that charities can self-select (the wording used by the Charity Commission is: 'People of a particular ethnic or racial origin'). Figure 15 below shows that the BAME category is the least frequently selected of the seven beneficiary groups for charities registered in LB Southwark (13.4% of all charities) and this applies to both locally-focused charities (11.0%) and to non-locally focused regional/national charities (14.1%). This 13.4% proportion of LBS-based charities with a focus on



BAME communities is lower than the proportion for all charities in London (5,417 charities out of a total of 31,898 [17.0%]).

Figure 15: Number and proportion of LB Southwark-based charities by beneficiary group

Beneficiary group	LBS local charities		LBS non-local charities		All LBS-based charities		All charities - London	
	N	%	N	%	N	%	N	%
General public	177	57.3	624	60.8	801	60.0	16,945	53.1
Children/young people	184	59.5	487	47.5	671	50.3	16,449	51.6
Other charities or voluntary bodies	62	20.1	289	28.2	351	26.3	9,208	28.9
Elderly/older people	90	29.1	260	25.3	350	26.2	8,498	26.6
Disabled people	75	24.3	243	23.7	318	23.8	7,841	24.6
Other defined groups	48	15.5	251	24.5	299	22.4	5,467	17.1
Black, Asian and Minority Ethnic	34	11.0	145	14.1	179	13.4	5,417	17.0
Total*	309		1,026		1,335		31,898	

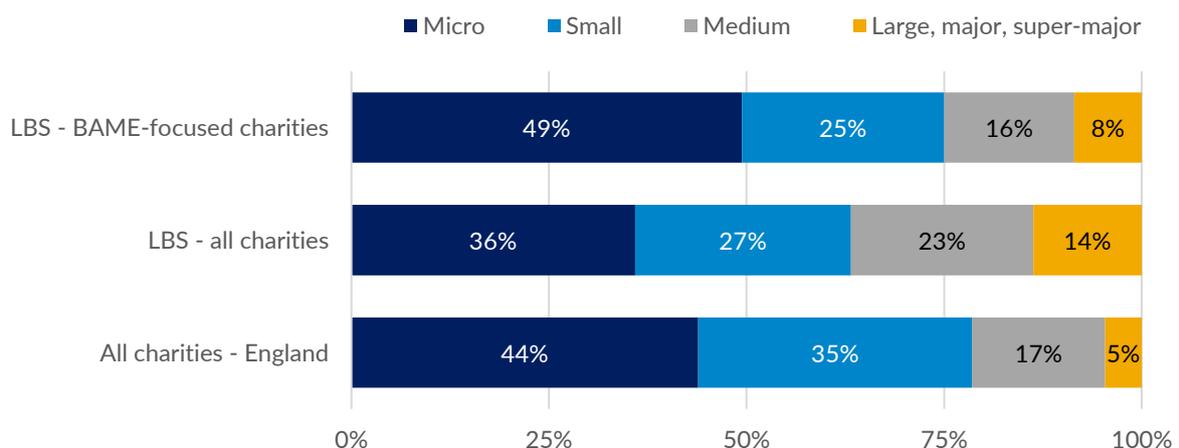
*Groups can select more than one category

Source: Charity Commission England & Wales May 2021 download

Charities with a focus on BAME beneficiaries tend to be smaller, with almost half having an annual income of less than £10,000

Looking in more detail at these 179 LB Southwark charities with a focus on BAME beneficiaries, Figure 16 below shows that BAME-focused charities are typically smaller, with almost half (87 out of 179 [48.6%]) being classified as Micro charities with an annual income of under £10,000. A large majority of Micro charities have no paid staff and rely on volunteers to provide services.

Figure 16: Proportion of charities by type (LBS – BAME-focused, LBS – all charities, National – all charities) and by income band*



*Income bands: Micro: <£10k; Small: £10-100k; Medium £100k-£1m; Large, major, super-major: £1m+

Source: Charity Commission England & Wales, May 2021 download



2.4 LB Southwark funding of VCS

LB Southwark provides a substantial range of open funding data on its [Open Data webpage](#). This provides annualised funding data in two formats:

- **Details of all grants and contracts awarded in a financial year to VCS organisations** – because this data includes contracts as well as grants, this format provides information on a wider variety of funding
- **Details of all grant awards to the 360 Giving standard in a financial year** – the 360 Giving-standard format gives more detail on individual awards than is provided in the grants and contracts format

For the five financial years 2016-17 through to 2020-21, we combined the five annual data sets of grants / contracts information and the five data sets of 360 Giving data into a single spreadsheet of all grants and contracts, set out using the range of fields in the 360 Giving data standard and adjusted for any anomalies / differences between the different spreadsheets available on the LB Southwark [Open Data webpage](#). The analysis in this section is based on this combined funding spreadsheet.

All funding: LB Southwark has awarded £112.4m to VCS organisations over five years, with £90.7m being awarded in contracts and £21.7m in grant awards

This review looks at a specified set of VCS funding programmes and contracts which comprise the Council's "community investment". We have reviewed the funding data with LB Southwark officers to confirm which funding programmes are in scope and which are outside the remit of this review.

This process excludes a large proportion of the contract funding of VCS organisations and a much smaller proportion of grant awards. In particular, one organisation, the Anchor Trust, has received £31.7m over five years for Older People Residential Care contracts, which is not within the scope of this review.

Most of the analysis in this section focuses solely on funding in-scope. However, it is important to note the overall scale of VCS funding, including other broader out-of-scope LB Southwark funding. When analysing all the funding that LB Southwark has awarded to VCS organisations, Figure 17 shows that there has been a fairly consistent level of funding for the last five years, with a total of £112.4m awarded (average per year £22.5m). The majority of this funding (81%) has been awarded as contracts (five year total - £90.7m; average per year - £18.1m) with the remainder (19%) being awarded in grants (five year total - £21.7m; average per year - £4.3m).



All funding (in-scope and out-of-scope of community investment review): Annual LB Southwark funding to the VCS has remained fairly stable over the last five years

Figure 17: Total VCS funding from LB Southwark, showing breakdown of awards by year and grants/contracts



Source: LBS funding data

In-scope funding: LB Southwark has awarded £56.7m to VCS organisations over five years, with £37.1m being awarded in contracts and £19.6m in grant awards

Focusing solely on the community investment funding which is in scope, Figure 18 below shows that £56.7m has been awarded to VCS organisations over five years (average £11.3m per year). Although the majority of this funding is still via contracts (£37.1m over five years; average of £7.4m per year), contracts form a smaller proportion (65%) of the in-scope of funding than of the overall funding. In-scope grant funding totals £19.6m (average of £3.9m per year), which represents 35% of funding.

In-scope funding: Over the period 2016-17 to 2020-21, LB Southwark community investment funding to the VCS was highest in the most recent 2020-21 financial year

Figure 18: In-scope VCS funding from LB Southwark, showing breakdown of awards by year and grants/contracts



Source: LBS funding data



2020-21 funding: 327 organisations received community investment funding from LB Southwark – two thirds of these received less than £5,000 at an average of £2400

Figure 19: LB Southwark in-scope funding awards 2020-21: Number of recipients and totals of awards by value ranges

Range of funding received	Number of recipients	Value of funding (£)
0-£2,500	137	206,940
£2,501-£5,000	77	306,614
£5,001-£10,000	35	241,858
£10,001-£25,000	18	330,198
£25,001-£50,000	28	967,242
£50,001-£100k	15	1,083,124
>£100k	17	8,666,612
Total	327	11,802,588

Source: LBS funding data

Over five years, the total number of organisations that has received funding is 664; again the majority of these (76%) received small grants of less than £10k at an average of £3030

Figure 20: LB Southwark in-scope funding awards 2016-17 to 2020-21: No. of recipients/total awards by value ranges

Range of funding received	Number of recipients	Value of funding (£)
0-£10,000	449	1,506,541
£10,001-£25,000	72	1,177,010
£25,000-£50,000	44	1,500,837
£50,001-£100,000	21	1,473,355
£100,001-£250k	37	5,667,850
£250k-£500k	25	10,725,092
>£500k	16	34,613,688
Total	664	56,664,373

There are 16 VCS organisations which have received over £500k in five years from in-scope community investments from LB Southwark

Although the vast majority of organisations receive small-scale investments (68% of all recipients since 2016 have received a grant of under £10k, at an average of £3355), there are 16 organisations which have received over £500k across the five financial years 2016-17 to 2020-21 (in other words, an average of over £100k per year). The largest funding amounts are to the two



organisations which have received Community Safety contractual funding – Change, Grow Live (the current contract partner) and Lifeline (contract holder in 2016-2017 and 2017-18).

Figure 21: VCS organisations receiving over £500k from in-scope VCS funding from LB Southwark over the five years 2016-17 to 2020-21

Organisation name	2020-21 total	Five year total	
Change, Grow, Live	£3,421k	£10,467k	Community Safety
Lifeline		£7,718k	Community Safety
Citizens Advice Southwark	£844k	£3,387k	Community Legal Advice Services, Carers' Advice & Information Service
Community Southwark	£464k	£2,287k	CVS for borough, Emergency Support Scheme
Southwark Law Centre	£403k	£1,904k	Community Legal Advice Services, Housing Solutions
St Mungos		£1,793k	Community Safety, Southwark Works
Age UK Lewisham & Southwark	£931k	£1,373k	Older People's Hub
St Giles Trust	£240k	£1,029k	Southwark Works, Community Safety
Southwark Pensioners Centre	£110k	£875k	Common Purpose
Advising Communities		£867k	Community Advice Services
Pecan	£144k	£760k	Southwark Works, Community Food Hub, Common Purpose
Renaisi	£115k	£640k	Southwark Works
Blenheim Community Drug Project		£606k	Community Safety
Link Age Southwark	£33k	£583k	Local Community Offer, Neighbourhood Funds awards
Brook	£507k	£507k	Community Safety, Public Health (contract)
Groundwork London	£393k	£501k	Open Access for Children and Young People

Source: LBS funding data

Analysis of LB Southwark funding to charities

The funding information on the LB Southwark open funding data webpage includes the charity registration number of VCS funding recipients that have charitable status. We have used this information in combination with Charity Commission data for LB Southwark registered charities (which includes a much greater range of information than the open funding webpage) to analyse the type and distribution of the charities which are recipients of LBS funding. We have used the following classification of all funding recipients over the last five years 2016-17 to 2020-21:

- **LBS – locally focused.** LBS-based charity with LB Southwark specifically listed in their area of benefit
- **Non-LBS – locally focused.** As above but a charity which is not based in LB Southwark. Very often this includes charities that are based in a neighbouring borough and specify both Southwark and another borough as their area of benefit.
- **LBS – non locally focused.** LBS-based charity which lists its area of benefit as regional / national / international and does not specify LB Southwark.
- **Non-LBS – non locally focused.** As above, but for charities not based in LB Southwark.



- **Unknown – No charity number.** Many funding recipients on the LB Southwark open funding data webpage do not include a charity number
- **Unknown – Removed charity.** There were a small number of mainly older funding awards where the funding recipient was listed with a charity registration number, but this charity is no longer registered with the Charity Commission. We are therefore unable to cross-reference these organisations with our Charity Commission data analysis and they have not been included in the funding analysis of charities in this section of the report.

Only around a quarter of LB Southwark VCS funding recipients are charities, but they receive approximately three quarters of the funding that LB Southwark awards; about half of this funding goes to Southwark-based charities

As noted in *Section 2.3 The VCS in Southwark*, the overall size of the VCS in Southwark is bigger than just charities, as the sector also includes unregistered community organisations, social enterprises, community benefit societies, sports clubs and others. In particular, many smaller community organisations will not be registered charities and we have seen above that the majority of LBS funding recipients only receive small funding amounts. This is reflected in our analysis of charitable funding recipients, which shows that over the last five years only 159 out of 664 funding recipients (23.9%) of in-scope funding awards were charities. However, these 159 recipients account for £39.2m out of £56.7m (69%) of the funding awarded. In the most recent financial year 2020-21, registered charities accounted for 94 out of 327 funding recipients (28.7%) and over 80% of the funding awarded (£9.5m out of £11.8m [80.6%]).

In terms of funding awarded to LB Southwark-based charities, over five years, £19.9m out of £39.2m has been awarded to LB Southwark based charities (50.8%) with the remaining £19.3m (£49.2m) being awarded to charities based outside the borough. The proportions are similar in the most recent 2020-21 financial year: £4.54m out of £9.51m (47.7%) has been awarded to LB Southwark-based charities and £4.98m (52.3%) has been awarded to charities not registered in Southwark.



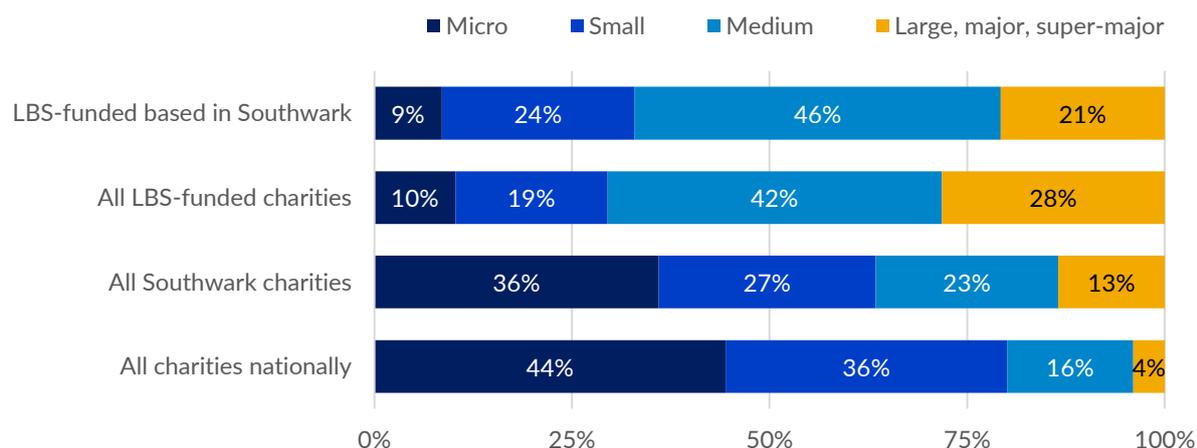
Figure 22: Analysis of VCS funding recipients of in-scope community investment funding programmes by charitable status and geographic location / area of benefit

Type of funding recipient	2020-21		Five year total	
	n	£	n	£
LBS funding recipients which are registered charities	94	9,511,045	159	39,220,840
of which:				
LBS-based - local focus	41	3,410,566	52	13,793,323
LBS-based, regional/national	24	1,127,634	30	6,136,977
Not based in LBS	29	4,972,845	77	19,290,540
All LBS funding recipients	327	11,802,588	664	56,664,373

Source: Charity Commission England & Wales May 2021 download, LBS funding data

The charities that the Council funds tend to be larger than the average for all charities in Southwark and the average for all charities nationally

Figure 23: Proportion of charities funded by LB Southwark by income band* compared to local and national averages



*Income bands: Micro: <£10k; Small: £10-100k; Medium £100k-£1m; Large, major, super-major: £1m+

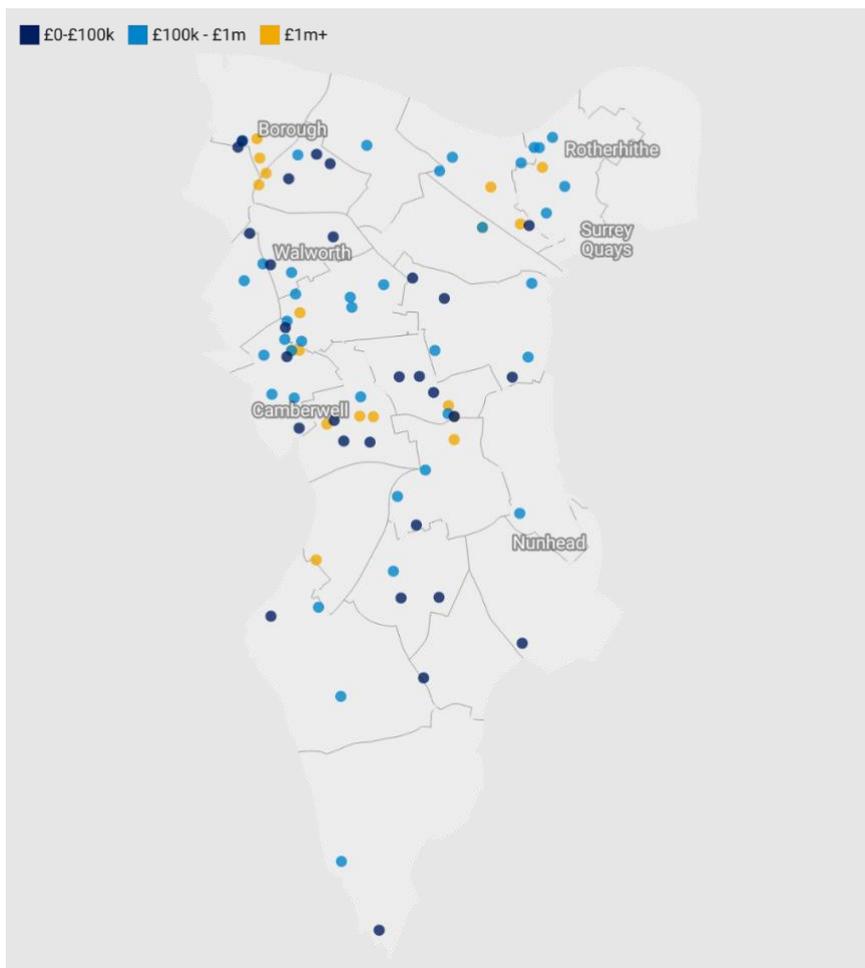
Source: Charity Commission England & Wales May 2021 download, LBS funding data

Southwark Council has funded charities across the borough with a concentration of organisations in the north and centre of the borough

Figure 24 below shows the geographic distribution of charities funded by the Council, along with the income level of these charities. There is a concentration of charities funded in the north and centre of the borough. Also, note that for the 2021-22 year, the Council is now funding a charity – Global Generation – based in the Surrey Docks ward. The overall distribution of charities shown in Figure 24 is based on head office address information registered with the Charity Commission rather than the distribution of beneficiaries.



Figure 24: Location of charities funded by the council by income



Source: Charity Commission England & Wales May 2021 download, LBS funding data

Although LBS-funded charities are more likely to have a focus on BAME beneficiaries than the average for all charities in the borough, BAME-focused charities are still under 20% of funded charities

Figure 25: Funded organisations' beneficiaries

Beneficiary group	LBS-based charities funded by the council		All LBS-based charities	
	N	%	N	%
General public	56	68.3	801	60.0
Children/young people	55	67.1	671	50.3
Elderly/older people	39	47.6	350	26.2
Disabled people	34	41.5	318	23.8
Other charities or voluntary bodies	20	24.4	351	26.3
Other defined groups	20	24.4	299	22.4
Black, Asian and Minority Ethnic	15	18.3	179	13.4
Total*	82		1335	

Source: Charity Commission England & Wales May 2021 download, LBS funding data



LBS-funded charities with a focus on BAME beneficiaries account for only 5.8% of funding to LBS charities

Figure 26: LBS funding of charities which focus on BAME beneficiaries over five years 2016-17 to 2020-21

Organisation name	In-scope funding - five year total	
	Awards (n)	Awards (£)
Bede House	24	314,614
Beormund Community Centre	5	283,871
St Faith's Community Centre	15	158,483
Independent Academic Research Studies International	6	127,510
East Dulwich Community Centre	8	114,322
Latin American Disabled People's Project	10	104,500
South London Gallery	4	13,800
David Idowu Foundation	5	9,446
Centre for the Advancement of Development and Hur	1	8,000
Southwark Mediation Centre	2	7,400
Muslim Association of Nigeria	2	6,000
Southwark Park Association 1869	1	2,000
Covo Connecting Voices	1	2,000
The Mayor of Southwark's Common Good Trust	1	2,000
Old Kent Road Mosque and Islamic Cultural Centre	1	1,000
Invisible Palace	1	1,000
Total	87	1,155,946
Total - all in-scope funding to LBS-based charities	522	19,930,300

Source: Charity Commission England & Wales May 2021 download, LBS funding data

2.5 Other funders of civil society in Southwark

One of the determinants of an area's perceived civic strength is its level of, and access, to financial resources. The recently developed [Civil Strength Index for London](#) includes financial resources as one of the data sets within its definition and measurement of "public and social infrastructure," one of three domains which make up the Index (see p.17). This is a particular indicator of civic strength on which Southwark scores highly in comparison to most other London boroughs. It is confirmed by the figures 27 and 28, below, which we have produced to illustrate how Southwark is unusually well supported by a wide range of funders of local civil society.

Perhaps as significantly, there is increasing evidence that the need for a coordinated response to the Covid-19 pandemic has accelerated local funders' collaboration. Pre-dating the pandemic, the Southwark Funders Forum, convened by London Funders, is a largely information sharing network which has helped to forge stronger relationships and mutual understanding between different

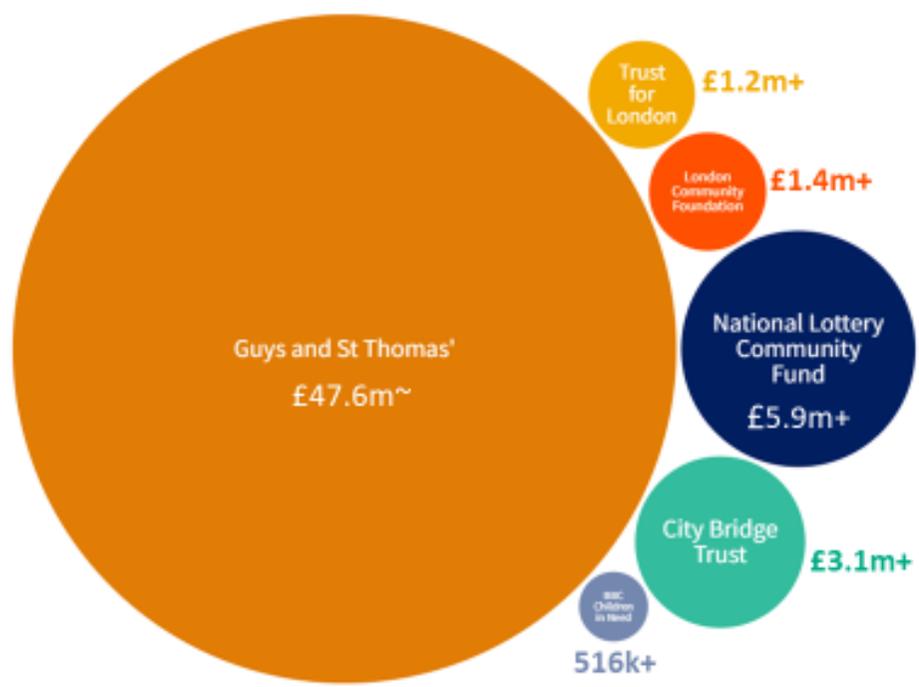


fundors with a shared interest in the borough. It was these pre-existing relationships which enabled the setting up of the Southwark Community Response Fund in spring 2020 (see p.70). The recently reborn [Southwark Giving](#), an initiative formerly incubated at Community Southwark, but now under the auspices of the United Saint Saviours Charity, exists to find new ways to address hidden, unmet and emerging local community needs. It has chosen to focus local philanthropy on the theme of young people's Life Transitions. As one of a growing network of place-based giving schemes (known collectively as "[London's Giving](#)"), Southwark Giving is supported by several local trusts and foundations as well as the business community in the form of Team London Bridge, the Business Improvement District. The scheme enables anyone to give time, skills and/or money in collaboration with others to help make a difference to people's lives across Southwark's communities.

The overall sums of money which are available for community investment alongside the Council are illustrated below. We have used publicly available data (360 Giving and accounts filed with the Charities Commission) to profile the principal national, regional and local funders of the borough's civil society. We illustrate their local giving over the most recent 2-year period for which information is available; where possible, we verified the figures with the respective funder. This shows typically around £87m of community investment coming into the borough over a two-year period. Around £60m (70%) of that comes from the large national/regional funders, including the National Lottery Community Fund, City Bridge Trust and the London Community Foundation. (Owing to its size, we also include here the unique asset of the Guy's and St Thomas's Foundation which benefits both Southwark and Lambeth). Of the local investors, the major funder is the Council itself (£23m over two years), but this is topped up by more than £4m from a range of small, local trusts and foundations which have an historic connection with the area.



Figure 27: Comparative size of funding in LB Southwark VCS by national funders
 (Guy's and St Thomas' Foundation has been included as a national funder given the scale of its funding)



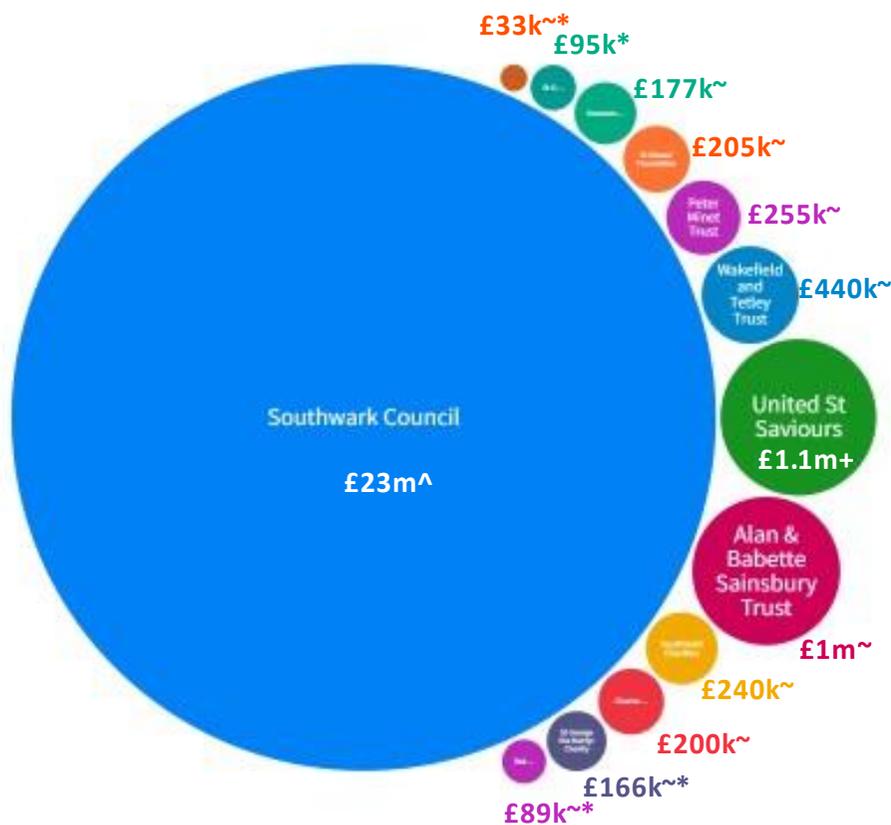
*verified by funder
 ^in-scope funding
 ~financial accounts
 +360 giving

Funder	Grants	Time period	Source
Guys and St Thomas'	£47,697,000	April 2019-March 2021	Financial [~] accounts
NLCF	£5,945,343	April 2019-March 2021	360 Giving+
City Bridge Trust	£3,137,462	April 2019-December 2020	360 Giving+
LCF	£1,487,196	April 2019-March 2021	360 Giving+
Trust for London	£1,229,000	April 2019-March 2021	360 Giving+
BBC Children in Need	£516,609	April 2019-March 2021	360 Giving+

*Showing the most recent 2-year period for which data is available



Figure 28: Comparative size of funding in LB Southwark VCS by local funders



*verified by funder
 ^in-scope funding
 ~financial accounts
 +360 giving

*Showing the most recent 2 -year period for which data is available

Funder	Grants	Time period	Source
Southwark Council	£23,125,286	April 2019 -March 2021	In-scope funding^
United St Saviours	£1,133,683	April 2019 -June 2020	360 Giving+
Alan & Babette Sainsbury Trust	£1,018,494	April 2018 -April 2020	Financial accounts~
Wakefield & Tetley Trust	£440,287	December 2018 -2020	Financial accounts~
Peter Minet Trust	£255,000	September 2018 -2020	Financial accounts~
Southwark Charities	£240,682	December 2018 -2020	Financial accounts~
St Olaves' Foundation	£205,468	April 2019 -March 2021	Financial accounts~
Charterhouse in Southwark	£200,921	April 2019 -March 2021	Financial accounts~
Newcomen Collet Foundation	£177,829	September 2018 -2020	Financial accounts~
St George the Martyr Charity	£166,000	December 2018 -2020	Financial accounts~*
St Olaves, St Thomas & St John United Charity	£95,494	April 2018 -March 2020	Financial accounts~*
Rotherhithe Consolidated Charities	£89,513	January 2019-December 2020	Financial accounts~*
Surrey Dispensary	£33,450	January 2018-December 2020	Financial accounts~*

Note that the LB Southwark figure represents funding which is in scope of this Community Investment review, rather than all funding to VCS organisations, so the funding figures match those given in Figure 18: In-scope VCS funding from LB Southwark, showing breakdown of awards by year and grants/contracts rather than Figure 17: Total VCS funding from LB Southwark, showing breakdown of awards by year and grants/contracts



3. As is: Community investment currently

Section 3 summary – As is: Community investment currently

- Local VCS organisations (c.50) which took part in our survey were broadly positive about the effectiveness of LBS funding. Core funding is a key enabling requirement; there are opportunities for more joined-up funding approaches and promoting access to contracts as well as grants programmes
- Effective and fair processes are central to enabling VCS organisations to tackle inequality issues, which have been exposed and exacerbated by the Covid-19 pandemic. The recent monitoring of Black History Month grant applicants against protected characteristics has potential broader value
- There is a widespread view that LB Southwark partnership working with the VCS is focused primarily on informing and consulting rather than collaboration and co-production
- Not everything that counts is easy to count, but there is potential value in greater consistency in the collection and analysis of funding impact data. The high levels of volunteering recorded by Common Purpose projects, for example, have a substantial economic and social value
- There is appreciation of the level of funding going into Community Southwark and the value of the infrastructure support services they provide. However, the findings from the SST Review suggest the need for more specialist BAME infrastructure. There is some scepticism around how practical or sustainable the Southwark Community Hub approach – developed as a response to Covid-19 pandemic – would be as a permanent model.
- Neighbourhood-level funding from LB Southwark should be seen as an important element of the Council's funding support, but not exclusively so: other funding approaches can be appropriate and equally effective in other instances. One size doesn't fit all; there would be value in applying the *subsidiarity* principle to the community investment in future services to determine which are most appropriately devolved and to what level.

This section draws on our consultation activities which comprised an on-line survey of local VCS organisations; interviews with Council staff, local VCS leaders and funders, and focus groups with sector representatives. These three different sources allow us to triangulate data and information



on the Council's current programme of Community Investment in relation to each of the six key lines of enquiry:

- Effectiveness of LBS funding
- Reducing inequality
- Partnership working - involving VCS providers
- Social and economic value of LBS funding
- Supporting community infrastructure
- Embedding services at a neighbourhood level

In addition, we include summaries of four case studies, which can be found in full in the [Appendix](#), to highlight practice from other local authorities where relevant to a particular line of enquiry. Finally, the sections on Reducing Inequality and Social and Economic Value of LBS funding include analysis of funding data from the Black History Month and Common Purpose programmes respectively.

3.1 Effectiveness of the funding

Across Southwark's different funding teams, there are a range of innovative and effective grant making processes

In our interviews with grant programme managers, we heard how individual teams often use forward-thinking and innovative approaches to manage and disburse grant funding. For example, the new Positive Future For Young People Fund has used a three-stage application process incorporating a second stage 'Dragon's Den' interview, which gave officers a much clearer understanding of the key staff involved in projects, as well as allowing applicants the opportunity to demonstrate inclusivity by, for example involving young people in their Dragon's Den presentation. The online grants portal is a further example of an innovation which brings potential benefits in terms of added consistency, ease of access and improved reporting.



Survey respondents were broadly positive about the effectiveness of LB Southwark's grants programmes

Figure 29: Survey responses to question: *On a scale of 1 to 5, how effective are the current grant programmes in delivering positive outcomes for Southwark residents?*

Rating	Responses (N = 48)
5 – Very effective	5
4 – Effective	26
3 – Neither ineffective/nor effective	8
2 – Partially effective	9
1 - Ineffective	0

Source: Rocket Science survey of VCS organisations in LB Southwark, October 2021

We asked respondents to rate LB Southwark's current grant programmes. The average rating of the 48 responses on a scale of 1 (Ineffective) to 5 (Very effective) was 3.56, suggesting a broadly positive view of effectiveness.

Core funding is a key enabling requirement for VCS organisations and the Common Purpose grants programme approach is to be commended

Many other local authority funders do not provide core funding; LBS's approach through the Common Purpose grants programme is laudable and appreciated by those who receive funding.

'Southwark is doing a good job... I am amazed at the Common Purpose and other grants available to the sector. They are a game changer. At the risk of repeating myself, core funding is vital.'

VCS consultee

Core funding is not just a grants-process issue; it is an approach that *enables* VCS organisations to tackle inequality and deliver change – in our survey question, *"In what ways could LBS's funding programmes be better targeted on reducing inequality?"* the most frequent selection was *'Provision of more core funding'* (32 of 45 respondents to this question) – see Figure 31 in *Section 3.2 Reducing inequalities* below.

There are opportunities to target and incentivise local VCS organisations to bid for contracts as well as grants

Although much of this community investment review focuses on the Council's grant-making, the majority of VCS funding from LB Southwark is in the form of contracts (£90.7m of the £112.4m



awarded to the VCS over the five years 2016-17 to 2020-21). Many of these are large contracts, such as in Adult Social Care, where providers can be private sector organisations as well as VCS organisations. And where the provider is a VCS organisation, it is often more likely to be a large, national organisation as opposed to a local Southwark-based organisation. This combined with the lack of co-ordination between individual commissioning teams means that local VCS organisations struggle to get a seat at the table to tender for these larger contracts. There are opportunities with these larger contractual arrangements to think innovatively to support and target local VCS organisations – for example pooling budgets across commissioning teams to support community anchor organisations, or flexing commissioning processes to support local VCS provider organisations.

“The question to consider is what flexibilities could we offer? E.g. reduced public liability limits; not being so stringent on previous experiences; or a trial approach.” LB

Southwark consultee

Case Study: Preston City Council - Community Wealth Building

Preston is an early adopter of the community wealth building (CWB) approach, having implemented their first strategy in 2011 working in partnership with Cleveland, Ohio in the United States. A key component of the CWB strategy has been implementation of ‘progressive procurement’ across the local authority and anchor institutions. This has included:

- [Spend analysis](#) in partnership with CLES
- Development of an anchor procurement practitioner network
- simplifying the procurement process,
- breaking large contracts into smaller ones where possible,
- leveraging social value, particularly local supply chains

Preston has particularly leveraged the Social Value Act in implementing CWB. This has included developing a community benefit/social value policy within the Local Plan to encourage all developments above an agreed threshold to maximise social value.

3.2 Reducing inequalities

This review builds on the findings of the SST review and its timely analysis of the racial and social inequality highlighted and exacerbated by the Covid-19 pandemic



The SST review has been running broadly in parallel to this Stage Two review. It has concluded that although the Council is focusing sufficient funding on its priorities, there is insufficient follow through to ensure that funding is reaching BAME groups. There are also perceptions among BAME-led groups that the system of funding is 'loaded against them'. The work of the Southwark Community Response Fund during the height of the pandemic showed what can be achieved in order to address racial inequality through community investment.



Figure 30: Southwark Stands Together – 12 Community ‘Asks’ of the Council

What is your preferred action?		
Ring fencing funding for ethnic minority led organisations	Most preferred	
Involvement of BME groups in co-design and feedback (with not for)		
Having BME representatives in the Council (at a senior level)		
Council accountability; staying true to their promises		
Investment in community spaces designed with the community		
Upskill and employ local people in community engagement		
Reward local people for the engagement in consultations		
Rethinking the language the council uses		
Rethinking the use of community engagement consultants		
Updating policies to be more accessible in language and form		
Roadshows / pop-up events with the council going out and engaging people		
Roadmap of services and spaces to provide feedback to councillors		Least preferred

Source: SST focus group responses recorded on Mentimeter

There is a strong sense from local VCS organisations that effective and fair processes are central to enabling the sector to tackle inequality

In the responses to the survey there was a sense that a key role for LB Southwark is to act more as an *enabler* to allow VCS organisations themselves to reduce inequality. The three most common responses to the survey question ‘*In what ways could LBS’s funding programmes be better targeted on reducing inequality?*’ all related to aspects of the grant-making process (*Provision of more core funding* – 32 out of 45 responses; *Transparent decision making / share successful applications* - 24 responses; *Provide assistance with the application form* – 18 responses). One of the survey respondents suggested that issues of process and systemic inequality clearly inter-relate:

“Making access to funding less difficult/time consuming/academic/bureaucratic ... and how this plays into systemic oppression. I think there could be better support to the



'doers' in our communities with bid writing - capacity building / skills development / lending expertise But also need more transformation in the fundamental process that the Council uses to get community organisations to bid for grants and contracts."

VCS consultee

Figure 31: Survey responses to question: *In what ways could LBS's funding programmes be better targeted on reducing inequality? (please choose up to 3)*

Response option	Responses (N = 45)
Provision of more core funding	32
Transparent decision making / share successful applications	24
Provide assistance with the application form	18
Promote grants through a range of marketing channels to reach target groups	14
Ring-fenced funding for BAME-led organisations	12
Provide language alternatives for those with English as a second language	12
More diverse assessors to deal with fairness and transparency	11
More diverse senior staff and decision makers	10
Accept video applications	8

Source: Rocket Science survey of VCS organisations in LB Southwark, October 2021

One approach to rewarding organisations that reflect local communities is the new Culture grants programme, where if applicants cannot demonstrate representativeness, they are restricted to applying for Change Making awards rather than the larger Amplifying grants.

The Covid-19 pandemic has exposed and exacerbated existing inequalities, with many respondents noting the impact of digital barriers

In response to the survey question *'What impact has Covid-19 had on your beneficiaries?'* respondents most frequently commented that the pandemic had increased inequality for particular already-disadvantaged groups (16 out of 34 responses to this question).

'Covid has had the biggest impact on] Black and minority ethnic communities - vulnerable people - those who do not speak English - those who have slipped through the system - unrecognised individuals who are isolated and not able to access the digital world.'

VCS consultee

Others noted increases in isolation and loneliness with associated effects on mental health for different groups of people (13 out of 34 responses), as well as increases in digital exclusion for those without sufficient access to technology and the internet (11 out of 34 responses).



'Although we already knew digital exclusion was a problem, Covid has shone a light on this and emphasised the knock-on effect of this. At the beginning of covid we estimated that only 7% of our members were online at home. Many used the internet whilst in the building, and suddenly we had to close.'

VCS consultee

Digital barriers to inclusion were also a common refrain in our three VCS focus groups. Attendees noted that despite the pandemic and things moving online, many residents still do not have access to the internet at home and others do not want to use digital devices as a way of communication. However, the shift to greater online provision has been a benefit for those without mobility, with one VCS focus group attendee describing the move online as *'revolutionary'*.

LB Southwark has only recently started using its online grants portal to monitor applications and awards against Equality Act protected characteristics – analysis of Black History Month grants applicants shows the potential value of this approach

Stage One of this review has considered the barriers that BAME-led applicants face in accessing funding from LB Southwark. One of the issues is accessing reliable information on the number of BAME-led organisations applying for funding and the success rates of these applicants. LB Southwark officers shared with us anonymized data from a pilot of Black History Month grants applications assessed in August 2021. These applicants had been requested to provide information on the composition of applicants' management committees / boards against eight of the nine Equality Act protected characteristics (pregnancy and maternity were not included). This data was kept separate from the application form so assessors did not see the profile of the applicant organisation (in a similar way to job candidates' equalities data being separated from their application form).

The most complete information was on the race / ethnic background of board members, where 26 out of 31 applicants gave a proportional breakdown of whether their members were identified as BAME.



Figure 32: Analysis of LBS Equalities data of Black History Month grant applicants, August 2021

% BAME membership of management committee	Award decision	
	Yes	No
0-25%	1	-
25%-50%	1	5
50%-75%	5	1
75%-100%	9	4
Total applications	16	10
Average % BAME membership	79.6%	62.3%

Source: LB Southwark anonymized Equalities data for Black History Month grants applicants, August 2021

Figure 32 above shows that the average proportion of BAME board members for successful applicants (79.6%) was notably higher than the unsuccessful projects (62.3%) - although given the small numbers of both successful and unsuccessful applicants, this is not a statistically significant difference. LB Southwark are now collecting Equality Act protected characteristics data for other grants programmes that use the online grants portal, and this offers the potential for more robust analysis across a broader range of protected characteristics in future.

3.3 LBS partnership working with the VCS

There is a sense from local VCS organisations that although they are consulted and informed by the Council about relevant initiatives, there is an 'engagement ceiling' which means that they are not then involved as partners in development and delivery

'There are a lot of conversations about asking the VCS on opinions. There's lots of involvement in groups and strategies. All of this is great and probably doesn't happen in some other parts of the country, but it's very hard to see what happens as a result of these consultations - initiatives starting and restarting. It's relentless without anybody saying: what's the big picture? The Council need to report back on what's happened from this involvement.'

VCS consultee

Our survey included questions related to LB Southwark partnership working with the VCS. We asked which of the following best represented the Council's approach to engaging VCS partners:



1. **Inform** – the Council informs the sector of its plans
2. **Consult** – the Council consults the sector on its plans
3. **Involve** – the Council involves the sector as a partner in co-developing plans for the borough
4. **Collaborate** – the Council collaborates with the sector in co-developing and delivering plans for the borough
5. **Empower** – the Council empowers the sector to design, develop and deliver plans for the borough

These are the same terms which have been used in the recent consultations on Community Power. The responses to our survey were heavily weighted towards the lower levels of engagement as shown below.

Figure 33: Survey responses to question: *What point on the following scale do you think best represents the Council's approach to engaging with its voluntary and community sector partners?*

Rating	Responses (N = 44)
1 – Inform	12
2 – Consult	14
3 – Involve	10
4 – Collaborate	4
5 – Empower	4

Source: Rocket Science survey of VCS organisations in LB Southwark, October 2021

Similarly in the free-text question '*What should LBS be doing differently to improve partnership working?*', the most common theme in responses was that there should be more collaboration between the Council and VCS groups / grassroots organisations (discussed in 21 out of 33 responses). Examples of responses on this theme include:

'More meaningful engagement with the voluntary sector on an ongoing and business as usual basis, rather than just on specific initiatives, or where LBS needs something from the sector.'

'It needs to involve the voluntary sector more in the design and implementation of programmes, rather than just a limited consultation.'

VCS consultees



There are lessons to be learnt from both the Council's and the sector's flexibility and capacity to adapt, as demonstrated during the Covid-19 pandemic

VCS focus group attendees noted how the pandemic required the Council to re-purpose grant funding and target vulnerable people, such as those who do not have recourse to public funding. The pandemic also saw new types of mutual-aid and grassroots provision develop; focus group attendees questioned whether the Council's community investment sufficiently recognises these new types of organisation and community response? Some of the VCS survey respondents (six out of 33 responses) commented positively on the Council's '*fleet of foot*' response to the pandemic and would welcome this as a continuing approach:

'More of the new approach that came from the pandemic response. Quicker decision making, less red tape, more partnership working with grass roots organisations with proven track records, less replication.'

VCS consultee

3.4 Social and economic value of the funding

Measuring social value is often difficult for projects with less-tangible outputs (and these are often the projects that are most valuable)

Focus group attendees noted that it is often projects which do not have clear measurable outputs that are often the most valuable. The pandemic has highlighted the value of social engagement and community support provided by the VCS (particularly local community groups) and the impact this has on reducing social isolation. But clearly trying to capture levels of reduced isolation and the social value of this outcome is far from straightforward. LBS officers also noted in interviews that attribution of long term impact to a particular grants award is inherently difficult.

Different teams have different approaches to recording outputs and outcomes

In our interviews with LBS grants team leads, we were told of a range of approaches to measuring social and economic value of funding. Understandably, these measurements are related to the type of activity. For example, on Southwark Works, the focus is primarily on job outcomes and progression, as well as skills acquired by participants. On culture grants, there is reporting on people, participants and performances and also the leveraged funding linked to LB Southwark's funding (annually around £3m a year, although this is not directly attributable to receiving LB



Southwark funding). On neighbourhood-level programmes, such as the Neighbourhood Fund and Tenants and Residents Association funding, there tends to be little if any collection of evidence of impact – with the focus being on light-touch approaches, in recognition of the need to ensure that monitoring and reporting are proportionate to the size of the grant award (typically <£5k).

Outcomes data collected for Common Purpose gives an indication of the sizeable social and economic impact of LB Southwark’s community investment – particularly the value of volunteering

The most extensive outcomes data collected is for the £800k of funding to 30 organisations on the Common Purpose programme. Data is collected for a range of indicators linked to selected [Common Outcomes Framework](#) outcomes. A sample of these indicators is shown in Figure 34 below. This kind of data collection offers the scope for more in-depth and rigorous impact assessment using established approaches such as the [Social Value Portal](#), [Social Value Engine](#) or the [HACT Social Value Bank calculator](#). However, even these self-identified figures from Common Purpose projects (which have not been tested against factors such as attribution, deadweight, displacement and drop-off), suggest the substantial impact of LB Southwark’s community investment. In particular, the 120k volunteering hours in 2020-21 (albeit in an atypical Covid-19 pandemic year) have a substantial wage-replacement economic value. Based on 2020-21 National Living Wage of £8.71 per hour, this level of volunteering has a wage replacement value of £1.05m. Beyond this, there will be a social value linked to increased social connection and community involvement of the volunteers.

Figure 34: Sample of 2020-21 indicators collected from Common Purpose projects through outcomes monitoring

Outcome	Indicator	Total 2020-21
B3: Residents feel that they have access to services to improve their wellbeing	c) Numbers of clients from diverse groups regularly participating in physical activity (type & activity levels)	2,447
B4: Residents feel more confident to maintain their independence without the need for higher levels of support	b) Numbers of clients reporting increased levels of control over decisions affecting their life	793



Outcome	Indicator	Total 2020-21
C2: Residents have increased opportunities and support to volunteer	a) Numbers of volunteering hours completed	120,137
C3: Residents have the skills and confidence to increase their use of online services and there is less digital exclusion	a) Number of clients who state that they are confident using digital services	547
C7: Residents and organisations have greater access to community spaces and premises	a) Use of natural environment / number using green space	6,310
D3: Residents increase their use of public transport, cycling or walking around the borough	e) Amount of money saved by walking or cycling instead of driving or taking public transport	£82,820

Source: LB Southwark Common Purpose outcomes monitoring data

Use of the common outcomes framework is patchy; the online grants portal may offer possibilities for greater consistency of outcomes data collection

Beyond the communities team, the Common Purpose and Positive Futures programmes, use of the [common outcomes framework](#) appears to be limited. There seem to be opportunities for greater consistency in outputs and outcomes data collection through widely embedding common application processes and using the online grants portal, although officers acknowledged that common approaches will always need to be a mixture of the standard and the programme-specific.

Despite the inherent difficulties, LB Southwark is better placed than most local authorities to report on social and economic value of its VCS funding

The discussions with both VCS and LB Southwark representatives demonstrated the inherent difficulty of reporting on the impact of its funding. But despite these difficulties, the steps that LB Southwark has taken towards greater transparency of funding information (through publishing open funding data and the use of 360 Giving) alongside the use of the online grants portal (which has in-built reporting functionality) put the Council in the vanguard of local authority grant-making practice. Many non-local authority funders, such as some of the large charitable trusts and



foundations and the National Lottery Communities Fund, are further ahead again in using funding information to assess the impact and value of their grant-making. Some VCS consultees had an if-they-can-do-it-so-can-Southwark viewpoint:

'Other funders such as charitable funders will produce annual reviews and within this state the impact of their funding. If the Council has just one way to advertise procurement opportunities and grant giving, as part of that it shouldn't be so difficult to get information to filter back to understand impact.'

VCS consultee

Case Study: Bristol City Council – funding to support social and economic impact

Bristol is a diverse city with around 45 religions, 187 counties of birth and 91 languages spoken (BSWN 2019). Bristol is delivering a [Local Access Partnership](#), a £2.7m 10-year programme of investment funded by [Access](#) and [Big Social Capital](#). The Local Access Partnership aims to support and invest in social enterprise in communities experiencing inequality with key objectives of making Bristol's social economy more diverse and create greater social and economic impacts. The programme includes a [social enterprise incubator](#) for Black and Asian social entrepreneurs delivered by BSWN, with an accessible and light-touch application process. In 2017 the [Bristol Impact Fund](#) (BIF) was formed through the amalgamation of eight different council grants. This has provided grants to 70 organisations to deliver projects reducing inequality in areas including:

- Reduce disadvantage and inequality
- Improve health and wellbeing
- Increase resilience

Funding has been a mixture of four-year funding as well as smaller 18 month grants to support development and testing of ideas within diverse communities. An [impact evaluation](#) in 2019 identified that the grant programme had, to date, unlocked an additional 67% in match funding and deployed 7,000 volunteers.



3.5 Supporting community infrastructure

LB Southwark provided almost £600k funding to Community Southwark in 2020-21; building the capacity and capabilities of local VCS groups is a key element of this funding

Figure 35 below sets out the LB Southwark's funding of Community Southwark in the latest financial year. This totals £584k of which £464k is in scope of this review.

Figure 35: 2020-21 LB Southwark funding of Community Southwark

Award	Purpose	In scope of community investment review?	£ Amount
CVS for borough	Voluntary sector infrastructure & volunteering services	Yes	£383,730
Emergency support scheme	Management fee for emergency support scheme	Yes	£50,000
Public Health	Co-ordinator post for Southwark Food Action Alliance	Yes	£20,000
Southwark Food Action Alliance	'Healthy basket' research into food deserts	Yes	£9,991
		Total - in scope	£463,721
Healthwatch	Healthwatch service for LB Southwark	No	£120,000
		Total - all funding	£583,721

Source: LBS funding data

The main 'CVS for borough' award includes objectives around increased voice and influence of the VCS, increased collaboration between VCS groups, promoting volunteering, and awareness raising activities. It also specifically includes an objective to **'Build the capacity and capabilities of Southwark's VCS groups'**.

Community Southwark states in its latest Q2 2021-22 monitoring report that its 'VCS Support offer has been created to cover three key strands: Safeguarding, Fundraising and Income Diversity, and



Governance and Leadership. We are working to make sure that what we offer is what is genuinely wanted by a range of groups and are, therefore, looking at running far more peer support style sessions, workshops set quarterly to makes sure they are up-to-date with what is wanted and provide more collaboration support. All areas of organisational development will be covered through resources and signposting, but we will concentrate on the three strands to ensure we can provide a quality service with our limited capacity.'

There is appreciation of the level of funding going into Community Southwark and the value of Community Southwark's services

Across all our consultation activities, there was appreciation of the level of funding going to the Council for Voluntary Service in comparison to other boroughs, and of the value of Community Southwark's services. The strength of local networks has paid dividends during Covid in enabling local collaboration and community responses, including the faith network and the equalities, human rights and advice forum (CAB).

'Community Southwark provides good support to groups. They seem to be well supported by Southwark Council and provide a range of engagement and networking opportunities.'

VCS consultee

The three most common suggestions for improving VCS infrastructure were: (i) better access to funding opportunities, (ii) better support / training services, and (iii) more information / communication

Figure 36: Responses to VCS survey question: 'What can the council do to ensure there is sufficient infrastructure to support your organisation?'

What can the council do to ensure there is sufficient infrastructure to support your organisation?	Responses (N = 38)
Access to core/open funding opportunities	12
Support/training services	10
More information and communication between council and community	7
Joining up key infrastructure	6
Other	7

Source: Rocket Science survey of VCS organisations in LB Southwark, October 2021

38 survey respondents provided a free text response to the question: 'What can the council do to ensure there is sufficient infrastructure to support your organisation?'. As was seen in responses to



other survey questions, a common theme was being able to access appropriate funding – particularly core funding (12 responses).

'In our case we take it upon ourselves to provide infrastructure support to other smaller agencies by running a variety of networks and forums - so more funding from the council specifically to do this would be helpful.'

VCS consultee

The second most common theme referred to the need for more training and support services to be made accessible to VCS organisations in order to support infrastructure in the community. (10 responses).

"Offering training and capacity building, working closely with the volunteer sector when planning services for the community as well as offering financial support so organizations can continue delivering services for the community."

VCS consultee

The third emerging theme was that in order to support community infrastructure, there is a need for more communication and information shared by the council to the community (7 responses).

'Make contact with the organisation to help support ongoing services provided. Build better communications with the intent to support individual groups.'

VCS consultee

LB Southwark officers noted a range of additional approaches that individual funding programmes take to support the applicants and funding recipients

Interviewees frequently noted the range of support offered to applicants and funding recipients. This includes the provision of rooms, places and spaces for delivery of, for example, youth services projects. On the Southwark Works programme, there is a shared CRM that reduces the burden and inconsistency of monitoring delivery and outputs achieved. Across many programmes, there have historically been networking and application support sessions, but the Covid-19 pandemic has recently curtailed many of these activities.



There is some scepticism around how practical or sustainable the Southwark Community Hub approach – developed as a response to Covid-19 pandemic – would be as a permanent model

Across all our consultation activities (including officer interviews), there were varying levels of knowledge about the Southwark Community Hub and its potential legacy post Covid. In particular there was a lack of understanding as to how the Review Working Group's 16 recommendations will be acted on post Covid.

Our survey asked 'What lessons can be learnt from the Community Hub's approach during Covid-19?', there were a range of responses commenting positively on the value of partnership working and collaboration between the Council and the VCS (10 out of 39 responses), such as:

'It brought the VCS and council together... Senior officers were empowered to be responsive, truly consult, act quickly and make decisions that we felt part of.'

VCS consultee

However, there were also a number of responses (10 out of 39 responses) which were critical of the perceived lack of engagement with grass-roots organisations and also concerns about the longer-term sustainability and impact of the Community Hub model. One noted:

'How keen the hub members [were] to go back to 'normal'- it is not a model to learn anything from; the approach was [born] from out of a crisis and demonstrate how poor services were not communicating with each other.'

VCS consultee

Case Study: Plymouth City Council – cultivating community assets

Plymouth City Council has been identified by [New Local](#) as an example of a local authority enhancing local resilience through 'cultivating' community assets. Plymouth's strategic action plan '[Doing it Ourselves](#)' aims to improve local economic wellbeing through doubling the local co-operative and mutuals sector by 2025. Key features of the plan include:

- Worker owned technology and creative industries
- Community owned infrastructure, particularly in relation to house building and renewable energy.



- Workspace and activities being made available in cultural and community spaces
- Support growing demand for social care services.

Plymouth is one of six recipients of the joint Kings' Fund and The National Lottery Community Fund [Health Communities Together](#) funding which aims to develop partnership working between the VCSE, health and local authorities to improve the health and wellbeing of communities. The fund is supporting [POP](#) – the local VCSE infrastructure organisation which aims to build capacity and capability in grassroots VCSEs.

3.6 Embedding services at a neighbourhood level

There was an appreciation that 'one size doesn't fit all' in terms of supporting Southwark's neighbourhoods

Consultees noted that Southwark's neighbourhoods are very different and not all local areas have the assets or foundations required to deliver a neighbourhood model. Equally, many local VCS organisations are not exclusively providing services to one neighbourhood, often combining borough-wide provision to a particular demographic or ethnic group with neighbourhood-level services. Indeed, before funding and services are embedded at a neighbourhood-level, there needs to be agreement on what these neighbourhood services comprise and who is involved in decision-making. For example in response to the survey question, 'How can LBS ensure that its funding contributes to embedding and delivering more services at a neighbourhood level?', one respondent commented:

'Needs a clear agreed vision about what it means by neighbourhood services, their scale, accessibility and outcomes. Needs to be not just VCS, statutory and council services but commercial organisations, eg, banks, too.'

VCS consultee

Neighbourhood-level funding from LB Southwark should be seen as an important element of the Council's funding support, but not exclusively so: other funding approaches can be appropriate and equally effective in other instances

One of our focus group attendees commented that *'More local services are always good'* and this was a common view from different respondents: effective neighbourhood-level services can be shaped



by, and respond to, grass-roots community needs better than centralised-services. However, this was not necessarily linked to a desire for an exclusive focus on neighbourhood-level grants funding from LB Southwark. In our survey question, 'On a scale of 1-5 where do you see the focus of LB Southwark's community investment grants now? And where should it be in future?', respondents suggested there should be more of a focus at the neighbourhood-level in future, as shown in Figure 37 below. This represented an overall average shift of 20%. However, only a minority of respondents (5 out of 38 [13.2%] for the situation now and 6 out of 38 [15.8%] for the future) that LB Southwark should take an entirely neighbourhood-focused approach.

Figure 37: Survey responses to question: What point on the following scale do you think best represents the Council's approach to engaging with its voluntary and community sector partners?

Focus	Responses (N = 38)	
	Now?	In the future?
1 - Entirely neighbourhood focused	5	6
2	7	17
3	15	10
4	9	4
5 - Entirely centrally focused	2	1

Source: Rocket Science survey of VCS organisations in LB Southwark, October 2021

Case Study: North Ayrshire Council - Community Wealth Building

North Ayrshire is one of the most deprived areas in the UK with one third of children living in poverty, higher than average unemployment rates and a declining population. North Ayrshire Council (NAC) launched Scotland's first [Community Wealth Building strategy](#) in May 2020. As an example of a new CWB initiative it provides a useful contrast to the established Preston model. NAC's strategy sets out how the council will work in partnership with local communities, businesses and wider regional anchor institutions to create a fairer local economy to tackle poverty and inequality, embedding a new economic model focused on wellbeing and inclusion. The strategy includes internal council targets to increase the proportion of expenditure that stays within the local economy and a CWB [charter](#) has been signed by many of the region's anchor institutions. An [expert panel](#) has also been established bringing together national and international expertise around inclusive economies.



3.7 Summary Recommendations – six to fix?

Both sections 3 and 4 conclude with a set of recommendations. Those set out below reflect the focus of this section which has assessed the Council's programme of community investment "as is." In suggesting "six to fix," we have identified one for each of the review's six Key Lines of Enquiry:

1. **Effectiveness of the funding:** The review has discerned numerous examples of innovative and effective community investment across a wide range of different funding programmes. However, the siloed nature of many of the funds, sitting within different teams, is a major barrier to overall effectiveness. There is no clear strategic purpose or narrative as to the key objectives of the Council's considerable community investment. Although the Communities Commissioning Team has driven the development of an outcomes framework, in partnership with Public Health, the online grants portal, interviews with other teams, as well as Council leaders, suggest that the take up and use of these approaches has been far from comprehensive or consistent. As the borough looks to rebuild from the pandemic and redefine its role as an enabling Council, it is an opportune moment to reset your investment programme, possibly by pooling all your *place-based funding* into a single pot, the "Southwark Community Fund." (See the example below of the Bristol Impact Fund (an amalgamation in 2017 of eight different council grants), or the [Newcastle Fund](#) which delivers management and administration efficiencies through a single-pot approach, a single application form, shared due diligence and a common outcomes and reporting framework.
2. **Reducing Inequalities:** The capabilities of the online funding portal give LB Southwark the great potential to harness data and digital technology. Data collection should be focused on delivering the agreed socio-economic outcomes and measures of community wellbeing, and not preoccupied, as in the past, with counting project outputs. To build a true understanding of impact, there needs to be consistency in collection of outcomes data across different Community Investment funding programmes, linked to the reframed shared outcomes framework.
3. **Partnership working with the local VCS:** there is clearly a strong and trusted relationship between the sector and the local authority which is largely enabled and managed by the work of the relatively small Communities Team. It is more questionable to what extent this level of understanding and support of the local VCS is shared more widely across other departments and teams within the Council. The nature of the VCS relationship with LB Southwark, largely focused on this one team of officers, seems to perpetuate a traditional, paternalistic view of the sector as the beneficiary of grants, rather than as a genuine voice of the community which is active in the co-design, development and delivery of community



services and manifestations of community power, whether grant funded or commissioned. For this to happen requires the Council's relevant teams all to have VCS liaison officers at a senior level who, working together, can form part of a more strategic partnership with representatives of the local sector.

4. **Social and economic value of the funding:** the Council leadership's appreciation of the sector would be enhanced if the Authority was able to capture both the impact of its community investment, but also the true social and economic value of the local voluntary and community sector. We found no evidence of any coherent or coordinated effort to measure, analyse or report this over and beyond single programme reports to Cabinet. The Council seems to be lacking a system for capturing social value, at least in terms of the contributions to community life and wellbeing of its vibrant voluntary and community sector. There are examples where some progress is happening in this area, such as in the data monitoring and measurement of the Common Purpose programme, but this is an isolated example. There is a huge opportunity for the Council, in partnership with other funders and voluntary sector leaders, to develop a consistent Southwark-wide approach to understanding and recognising social value, drawing on one or more of the increasingly sophisticated, but customisable tools (eg Social Value Hub's National Social Value Measurement Framework which can be regionalised/localised).
5. **Supporting community infrastructure:** stakeholders from both the Council and the local voluntary and community sector show a strong appreciation of the work of the local Council for Voluntary Service (CVS), Community Southwark, which is reflected in the comparatively high levels of investment the Council has made in the CVS. There is a risk, however, that the Council's approach to contract-managing and monitoring Community Southwark fails to reflect the degree of trust which is needed to allow the local infrastructure provider simply to get on with its work. The value of the plethora of VCS local networks supported by Community Southwark and the Council paid dividends during Covid in enabling local collaboration and grass-roots emergency responses, including the faith network and the equalities, human rights and advice forum. The Stage One, Southwark Stands Together report has clearly identified, however, a relative paucity of specialist support services and networks for minoritized communities. We would recommend your applying the learning from the work of the London Community Response by investing in a group of Equity Partners - prioritising sustainable and specialist infrastructure to redress structural imbalances and enable the Council's funding to reach and support previously underfunded groups, including those which might have emerged during the pandemic.



- 6. Embedding services at a neighbourhood level:** there are a number of local authorities taking a post-pandemic Community Wealth Building (CWB) approach which are at different stages of maturity (eg Preston vs North Ayrshire both featured in this review). These offer pointers for Southwark as it develops its neighbourhood service model and notions of community power. Where CWB is being developed, community anchors tend to be those which meet CLES [definition](#) of large organisations whose economic viability is linked to the wellbeing of the community (eg NHS, Universities etc). Given Southwark's assets and settlements, we see opportunities for broadening the definition of community anchors to include VCSE organisations which, whilst not having the same economic impact are nevertheless 'anchored' within communities and neighbourhoods. A facilitative approach by the local authority between those larger and smaller organisations may enhance the ability of CWB to benefit local communities and neighbourhoods. This may be particularly relevant given the mandated role of the VCSE sector in Integrated Care Systems.

The following Section 4 contains additional recommendations and potentially far-reaching actions which could re-position your investment programmes as an instrument of community power



4. To be: Community investment in future

Section 4 summary – To be: Community investment in future

- Across all aspects of the Council’s community investment, there is an opportunity for a more flexible approach aligned with the *Civil Society Futures* principles of power, accountability, connectedness and trust
- In an ‘Aspirations as a funder’ exercise, stakeholders proposed that this more flexible approach should include a greater focus on tackling root causes, a more equality-led approach, a more balanced approach to risk, and more proportionate monitoring and evaluation focusing on overall impact
- A renewed approach to community investment that puts communities at the heart of policy making requires the following:
 - a. Maintain the impetus for community involvement that arose during the Covid-19 pandemic through facilitating and supporting emergent mutual aid and informal community groups to evolve and adapt
 - b. Enable civil society organisations to help tackle unemployment through mobilising Council assets, including Southwark Works, to promote and support national approaches such as the Opportunity Guarantee and Kickstart programme
 - c. Continue the support and emphasis that the Council puts on supporting community infrastructure to add value and reach into different front-line communities
 - d. Develop procurement and commissioning approaches to strengthen local civil society and improve outcomes, including integrating the four aspects of the social value model – supporting Covid-19 recovery, tackling economic inequality, fighting climate change, and driving equal opportunities
 - e. Maximise place-based philanthropy and support for Southwark communities through continued collaboration with the Southwark Funders Forum and national funders and building understanding of the linkages to the government’s Levelling Up agenda and related investment
 - f. Harness data and technology to measure the social and economic value of sector (and of the Council’s investments).



4.1 Seizing the moment – finding opportunity in a crisis

It was former President Obama's Chief of Staff, Rahm Emmanuel, who said, "*You never want a serious crisis to go to waste. And what I mean by that is an opportunity to do things that you think you could not do before.*" In referencing this quotation, we are not downplaying the devastating impact of Covid-19 on Southwark's communities. However, in transitioning from the emergency response to the pandemic to prioritising the Council's future community investment in civil society, there is an opportunity to rethink local relationships and respective roles and responsibilities within your communities.³

As we look for lessons from the pandemic, and draw hope from local community endeavour, mutual aid and social ingenuity born of the crisis⁴, it is easy to overlook that many of society's failings and the challenges facing VCS organisations were apparent before Covid. The all-consuming nature of the pandemic has necessitated focusing on emergency responses. This can distract community investors from longer-term societal trends and injustices including widening inequalities, which Covid-19 did not create, but has certainly exacerbated

The wide-ranging Civil Society Futures Inquiry (2019)⁵ was far from alone in failing to foresee a global pandemic, but it did present a daunting analysis of other forces which are shaping our future, ranging from the fracturing of society and irreversible environmental damage, to transformational political and economic restructuring; from growing personal precarity, to increasing geo-political uncertainty and rising nationalism.⁶ The Inquiry recommended a shared PACT, a set of principles for underpinning civil society's future, which emerged from extensive consultations. :

- **Power:** significantly shifting power, sharing more decision-making and control, and doing whatever is needed so that everyone can play a full part in the things which matter to them.
- **Accountability:** ensuring different organisations which comprise civil society are accountable first and foremost to the communities and people they exist to serve, changing our approach so that we become more accountable to each other and to future generations.

³ <https://londonfunders.org.uk/about/covid-19-0/our-blog/towards-reflection-%E2%80%9Creview-reviews%E2%80%9D-reviewed>

⁴ See: Southwark Community Response Fund, April-September 2020 – Final Report; Southwark Covid-19 Community Hub: Report of the Review Working Group, 2020; Covid-19 mutual aid groups have emerged in [communities across the UK](#) to support the most vulnerable.

⁵ [Civil Society in England: Its current state and future opportunity](#)

⁶ These same challenges feature in Centre for London's September 2020 report [London at a Crossroads](#)



- **Connectedness:** broadening and deepening connections with people and communities which is a key purpose of civil society and critical to healing a fractured society; bridging economic, social and geographic divides, and investing in new community infrastructure.
- **Trust:** (re)building trust – what the Civil Society Futures Inquiry refers to as civil society’s “core currency” and foundation; earning this by staying true to our values, standing up for them and trusting others with vital decisions that affect them.

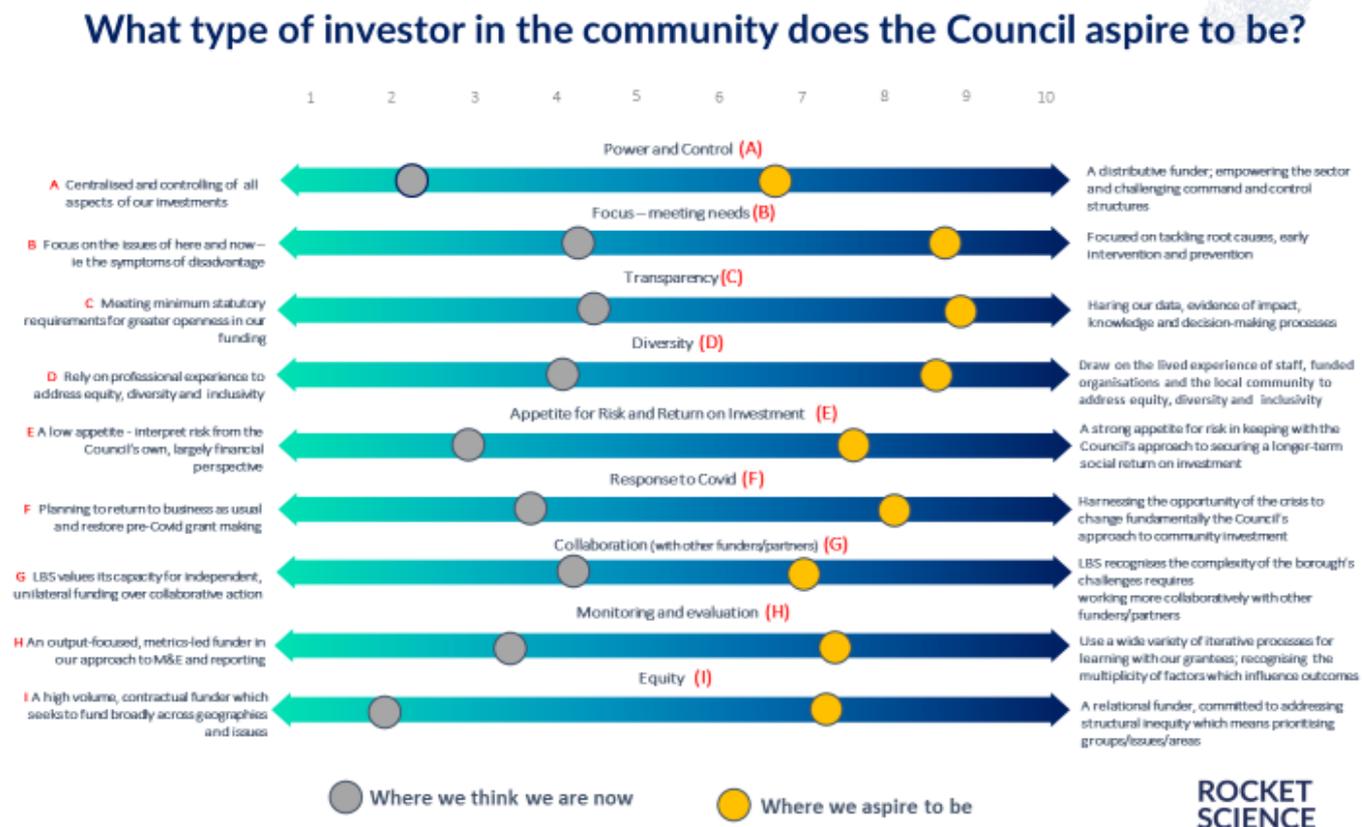
4.2 What type of investor does the Council aspire to be?

We devised the following framework (Figure 33) to ask different stakeholders *What type of investor in the community do you think the Council should be?* This invited them to consider nine different aspects of community investment. For each of the nine, we asked where they think the Council currently stands on a spectrum ranging from a traditional grant-making approach to one more aligned with the PACT principles. We then asked where they think the Council aspire to be in future? The chart captures the results of this exercise; below this is a summary of stakeholders’ observations on each aspect.



Across all aspects of the Council’s community investment, stakeholders perceive the need for a more flexible approach informed by the principles of community power, accountability, connectedness and trust

Figure 38: Summary of stakeholder responses to Rocket Science exercise: *What type of community investor do you think the Council should be?*



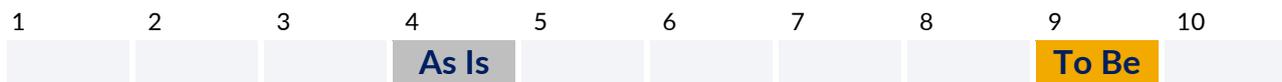
Power and control – shift to being a more distributive funder with more collaborative decision-making



Stakeholders acknowledge that it was appropriate for a public body to have more control than, for example, an independent charitable funder; that there would always need to be a process to ensure that public money was spent as intended. The Council is seen to be good at engaging and consulting with potential grant applicants, and transparent about who is awarded funding. However, decision-making is still centrally if not politically controlled. There are opportunities for more shared involvement in decision-making and better support for smaller providers through the Council’s commissioning processes.

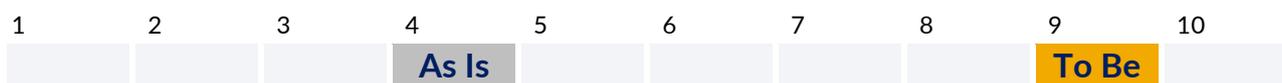


Meeting needs – focus more on tackling root causes through early intervention / prevention



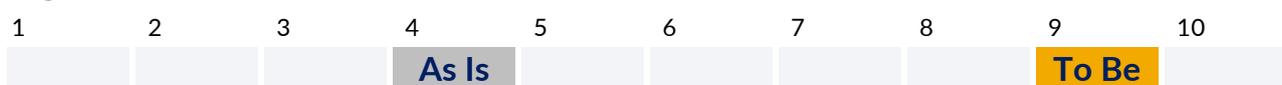
Steering group members discussed the difficulties of talking about the entire range of LB Southwark's community investment funding as one; for programmes such as Common Purpose there is already an emphasis on prevention and building community capacity. However, the response to the Covid-19 pandemic has necessitated a heightened focus on issues of the here and now, responding to emergencies. While there will always need to be some investment in emergency needs, there is a strongly felt aspiration that LB Southwark funds more early intervention and preventative work.

Transparency – shift from a narrow sense of transparency (open data and sharing information) to more clarity on decision-making and evidence of impact



LB Southwark produces more openly available funding-data than most local authorities, through its open funding data webpage and information on 360 Giving. Similarly, information is shared and in the public domain on funding processes and how decisions are made. However, there is a sense that this is a narrow definition of transparency and opportunities exist to share more information on the impact of the Council's VCS investments. Decision-making is not always fully explained – especially in the commissioning of services, where transparency can be limited by commercial considerations.

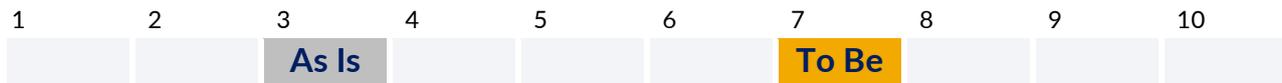
Diversity– fully embrace equality-led approaches linked to Southwark Stands Together work



There have been efforts to understand more diverse needs within service development, which is being embedded across the Council. However, there is still a perception that communities are not truly involved in the design, allocation and evaluation of funding. Several sector representatives commented on the paucity of the Council's approach to Equality Impact Assessment. One arguing that for LB Southwark *'the Ambition is for a 10'* - with approaches for equity, diversity and inclusion designed and delivered in partnership with communities in order to effect structural and systemic change.

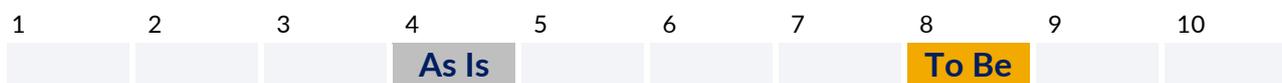


Appetite for risk and return on investment– move to a position where risk is balanced against an appetite for projects that can achieve longer-term change



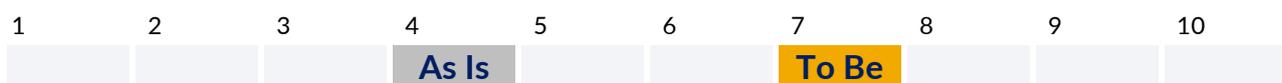
There is a consensus that a low-risk culture pervades the Council both in terms of reputational and political risk, as well as a financial cautiousness. One participant commented: *'It seems safer to stay with what is known and seems to have worked in the past.'* It was acknowledged that as a public body, the Council will always be somewhat risk averse but that there were opportunities for a more balanced approach. An ambition to address root causes of inequality and disadvantage is necessarily a long-term commitment with less certainty around short-term outputs and delivery.

Response to Covid-19 – fundamentally change the Council's community investment approach rather than return to 'business as usual'



There is a strong sense that Council funding teams do not wish to return to 'business as usual'; the pandemic has highlighted and evidenced striking levels of inequality and structural disadvantage and the Council's community investment could be better focused on achieving systemic change. Aspirations for learning and fundamental change need to be reflected in practical action. This could include harnessing locally based and community-led organisations' response to the pandemic by ensuring they now have opportunities, alongside national organisations, to deliver future contracts in adult social care and young people's services.

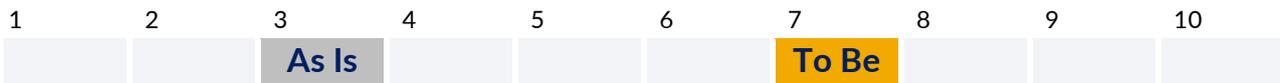
Collaboration (with other funders/partners) – build on the work of Southwark Funders Forum to extend opportunities for collaborative funding



There is already evidence of collaboration with other local funders through the work of the Southwark Funders Forum and, in response to the pandemic, the Southwark Community Response Fund. However, it is unclear if this will leave a legacy of collaborative funding programmes, including shared application processes, due diligence or aligned/pooled funding. Some cautioned that if there is increased collaboration between local funders without addressing barriers to accessing funding, it risks further disadvantaging certain groups. There are also risks for other independent funders if their funding was perceived to be too closely linked to LB Southwark provision, particularly services which are a statutory requirement.

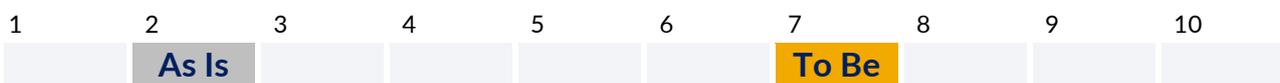


Monitoring and evaluation – shift away from a focus on outputs, and over-monitoring of small awards to recognise the wide variety of factors which influence outcomes



Steering group members noted how approaches vary across the Council's different funding teams, but there is a tendency towards output measurement and often a disproportionate level of monitoring of small grants. The focus on outputs can be counterproductive to building understanding of the overall impact of funding, over-burdening smaller specialist organisations and creating barriers to accessing funding. There is limited organisational take up of the outcomes framework used on the Common Purpose programme.

Equity – ensure there is a balance between broadly distributed – and widely accessible – funding and more relational funding focused on addressing structural inequality



There should always be a place for LB Southwark grants that *'spread the goodness widely'* to ensure accessibility to funding across the Borough's different geographies and communities. However, there is a perception that funding programmes are currently heavily weighted towards high volume, standardised approaches; there should be more of a balance with more ring-fenced funding and a clearer focus on tackling inequality.

4.3 Rethinking community investment – putting communities at the heart of policy making

The intended impact of the Council's community investment should be to reverse the adverse effects of Covid-19 on individuals and communities through strengthening voluntary and community sector organisations which provide support to vulnerable groups, making them more resilient in the longer term. The purpose and focus of a future investment programme, however, will almost certainly change as the response to the Covid-19 crisis shifts from tackling the immediate, critical needs of different communities, to the longer-term objective of ensuring local civil society has sufficient capacity and resilience to be part of the recovery and renewal.

To frame the Council's community investment in the context of emerging policy on civil society and community power, we recommend your focusing on the work of Andy Haldene and Danny Kruger MP, both recent appointments to the new Department for Levelling Up, Housing and



Communities.⁷ In the wake of communities' response to the pandemic, Kruger produced a report last year for No.10 outlining proposals for a “better system for supporting our communities: more local, more entrepreneurial and more trusting.” He develops many of the ideas originally set out in the [Civil Society Strategy](#) under the themes of “Power, People and Places,” arguing that if we are effectively to address the chronic social challenges which the pandemic has laid bare, we need to put “communities at the heart of policy making.”

Kruger's call for a “social covenant” rather than a new “social contract” is to stress that the new relationship with government, both national and local, needs to be far more substantial and sustainable, and less transactional than of late. The deal which is implied in the social covenant is one of mutual responsibility and a set of shared assumptions in order that communities can “build back better:”

- social and environmental purpose should be embedded more firmly in both public policy and business activity
- the principle of “subsidiarity” applies so that decisions on what is done in local communities are taken by people as close to the ground as possible
- we take an assets-based approach, looking not for problems to be solved but opportunities to be harnessed and realised
- we require stronger community infrastructure, local institutions and spaces to enable individuals, groups and communities to form and sustain social capital.

This is an opportunity for a community-asset rich borough like LB Southwark which has already been successful in a bid for funding from DLUHC for a Partnerships for People and Place pilot. Below we consider what some of the other likely civil society policy drivers could mean for the (re)design of the Council's Community Investment Programme; how your choosing to partner civil society organisations which have strategic importance to the Council reflects the growing sense

⁷ Andy Haldene, the newly appointed CEO of the RSA, is spending 6 months on secondment as an adviser to the Department for Levelling Up, Housing and Communities. He is joined there by Danny Kruger MP whom the Prime Minister commissioned last year to rethink the role of civil society in enabling the country's recovery from the pandemic. [Levelling up our communities: proposals for a new social covenant](#)



that we are entering a new paradigm in which “community power replaces the dominance of remote public and private sector bureaucracies.”⁸

(a) Fostering community action as a source of civic strength in Southwark

Throughout the Coronavirus lockdown mutual aid was a lifeline for many communities across the UK. As the rate and risk of infection from Covid-19 went up, community networks and informal groups were quickly set up to support vulnerable and shielded neighbours who needed help with everyday tasks. Covid-19 Mutual Aid UK records as many as 740 groups having formed within the M25 alone and more than 1,950 in the UK⁹ though other sources claim there are now over 4,000.¹⁰ Discussions with Council officers suggest there are 65 mutual aid groups in Southwark alone.

As we move from the emergency response phase of Covid-19 into recovery, different authorities are now considering what they can do to “retain, restore and/or reinvent” the contribution of these groups; whether they can be sustained in some form as priorities shift and, if so, what is the best way to do this. According to the New Local (formerly the New Local Government Network), it should be the responsibility of local councils to facilitate the groups and help them to evolve claiming that “councils have a significant influence over their viability and success”¹¹. However, there is a fine balance between supporting the groups and controlling them; the value of mutual aid groups (MAGs) is based in their community roots, their informality and flexibility. As such Council support must not remove these elements and instead only provide support or services in areas that the mutual aid groups do not have the knowledge or expertise, such as safeguarding or referrals to statutory services.¹²

Recommendations

- **Funding:** one of the reasons people were available and willing to help out in their communities was because of the support provided by the furlough scheme; people were at home, not

⁸ <https://www.dannykruger.org.uk/communities-report>; Kruger’s argument that we are entering a new paradigm in which communities will come to the fore was also explored in [Civil Society Strategy: Building a Future that Works for Everyone](#), 2018, and New Local Government Network’s [The Community Paradigm – Why Public Services Need Radical Change and how it can be achieved](#), 2019.

⁹ <https://covidmutualaid.org/local-groups/>

¹⁰ <https://www.thinknpc.org/resource-hub/better-britain/#jump2a>

¹¹ <https://www.nlgn.org.uk/public/2020/mutual-aid/>

¹² <https://www.nlgn.org.uk/public/2020/mutual-aid/>



working but receiving financial support which allowed them to spend time volunteering.¹³

Without financial support tenants and residents are unlikely to be able to commit their time to groups to the same degree. The NLGN recommend that councils should be supported to play a facilitative role with mutual aid groups through “a community support financial package from central government.”¹⁴ It argues that financial support needs to be on offer to avoid participants feeling resentful at working “for the council” without any tangible backing. Other commentators concur that if mutual aid groups are to continue to flourish “we need proper funding” to support them to grow, rather than a push from government to replicate these organisations.¹⁵

- **Providing space:** Despite the importance of social media and online platforms over the last 18 months, as we begin to return to physical interactions and face-to-face meetings, mutual aid groups will require physical spaces in which to operate (potentially co-located with the post-pandemic community hub which many local authorities are keen to retain and use as local bases for enabling ongoing social action and community volunteering alongside community service provision).¹⁶
- **Develop networks:** There is space for local anchor institutions like Southwark’s Settlements to play a facilitatory role in terms of linking up groups with each other. This can be particularly helpful in relation to food e.g. through supporting a local Food Justice Network or a Food Poverty Network. The distribution of food has also been an invaluable entry point into communities of need and a way for local anchor organisations like Pembroke House and Blackfriars Settlement to identify additional wrap-around-support services for particularly vulnerable individuals and families.

¹³ https://www.theguardian.com/society/2020/jul/21/the-big-society-long-gone-sustain-surge-in-lockdown-volunteers-mutual-aid?CMP=Share_iOSApp_Other

¹⁴ <https://www.nlgn.org.uk/public/2020/mutual-aid/>

¹⁵ https://www.theguardian.com/society/2020/jul/21/the-big-society-long-gone-sustain-surge-in-lockdown-volunteers-mutual-aid?CMP=Share_iOSApp_Other

¹⁶ https://www.theguardian.com/society/2020/jul/21/the-big-society-long-gone-sustain-surge-in-lockdown-volunteers-mutual-aid?CMP=Share_iOSApp_Other During the lockdown, all local authorities were required to set up a local Community Hub(s) to coordinate distribution of food and emergency aid.



(b) Enabling civil society organisations to help tackle unemployment

With post-pandemic unemployment levels predicted to rise particularly for certain groups, civil society organisations will be required to take on an increasing role in providing employment-related support services and local employment initiatives alongside statutory-funded job-creation programmes. Kruger recommends that the DWP enable more flexible systems to encourage civil society-led employment programmes, supported by more DWP funding. The review particularly focuses on young people as rising unemployment will disproportionately affect this group.¹⁷

As part of the Prime Minister's announcement of an [Opportunity Guarantee](#) giving all young people the chance of an apprenticeship or in-work placement, the review calls for "a structured programme for young people to serve their local areas in meaningful roles that build their skills and their sense of public duty." This would be funded via the [Kickstart scheme](#), to guarantee the wages of 350,000 young people. The review recommends projects that are organised by VCSOs which might include targeted voluntary services within local schools, hospitals, or involving environmental clean-ups or biodiversity projects. These roles would be substantial, demanding and well-managed, with clear expectations around time commitments, behaviour and goals, giving young people real-world employability skills and expectations. The long-standing Southwark Works programme puts the Council in a strong position to adapt and complement national government initiatives and to build on the substantial funding of VCS organisations (currently £575k per year) through the programme.

Recommendation

- The Community Investment programme should consider how it can mobilise Council assets and initiatives, including Southwark Works and the volunteer strategy to promote and localise national employability initiatives, such as the Opportunity Guarantee and Kickstart programmes across its communities and partnerships

(c) Local authority support for community infrastructure

One of the lessons we can draw from communities' responses to the pandemic is the value of local infrastructure.¹⁸ Across London, there is strong anecdotal evidence that local authorities which had continued to invest in civil society infrastructure despite a decade of austerity measures, were able

¹⁷ https://youthfuturesfoundation.org/wp-content/uploads/2020/04/YFF_NEET_Report51.pdf

¹⁸ <https://www.civilsociety.co.uk/voices/ed-mayo-it-is-a-word-that-government-and-funders-have-avoided-for-year-infrastructure.html>



to mobilise local emergency responses more quickly and effectively. Kruger's report argues that a resilient and sustainable civil society which not only supports but works in partnership and collaboration with other service providers, must be supported by regional and local infrastructure with the knowledge and capacity to enhance this contribution.

The term "infrastructure" can fail to convey sufficiently or clearly the work of organisations like Community Southwark that support local charities and voluntary activities. At its core, infrastructure consists of three things which together provide a backbone of support for community action:

- Knowledge about the community; the local voluntary and community sector; statutory services; and volunteering.
- Capacity to put this knowledge into practice; to mobilise and direct volunteers; to support local organisations and groups to be effective; resources to work with local statutory services to ensure these are well-targeted to communities.
- Connections to enable local organisations to be plugged into the right channels to be useful and effective, including in partnership with local statutory bodies and anchor institutions.

Recommendation

- Given the size of the Council's community investment, we recommend you focus on and prioritise support for local community infrastructure organisations ensuring that they provide added value and reach into different front-line communities, serving as a conduit for the delivery of related/complementary support including employer-supported volunteers, capacity building and related organisational development (see "data" below).

(d) How procurement and commissioning of services can strengthen local civil society and improve outcomes

Government procurement guidance seeks to ensure that money is spent efficiently. This has created highly bureaucratic processes and a tendency to award public-service contracts to larger providers that represent a low risk to commissioners, though not necessarily a high reward to the communities they are contracted to serve. Several measures are under consideration to make procurement more civil-society friendly:

i. A new commitment to 'social value' commissioning

The Social Value Act 2012 requires commissioners of public services to consider the wider social value of bids when awarding contracts, with particular regard given to social, economic, and



environmental aspects. Despite this, just 8% of the public procurement budget actively champions these forms of responsible business practice.

The Government has already signalled a change to public procurement practice to consolidate the gains achieved by the Social Value Act. The Cabinet Office announced in September last year that government departments will use the **social value model** to assess (not just consider) the potential social impact offered by a supplier. The model includes:

- Supporting Covid-19 recovery, including helping local communities manage and recover from the impact of the pandemic
- Tackling economic inequality, including creating new businesses, jobs and skills, as well as increasing supply chain resilience
- Fighting climate change and reducing waste
- Driving equal opportunity, including reducing the disability employment gap and tackling workforce inequality Improving health and wellbeing and community integration

There is hope that this will open a more level playing field for SMEs and VCS organisations to bid for contracts. Large VCOS with supply chains should emulate this model where they are not already. They should also exploit existing rules, such as the Innovation Partnership model which encourages commissioners to work with potential providers to co-design service contracts ahead of their procurement.

ii. **A Community Power Act, creating the ‘Community Right to Serve’ by which community groups can challenge for a role in the design/delivery of public services**

The central purpose of A Community Power Act is to affirm ‘the right of ordinary people to effect meaningful change in their own neighbourhoods’. The Act would have two key provisions. The Community Right to Serve would allow incorporated resident groups, groups of employees, local charities, or social enterprises to lodge a claim to be involved in the design or delivery of a public service. “Community Improvement Districts” would have greater freedoms and responsibilities in developing new models of social and economic policy.¹⁹ These are substantial changes that

¹⁹ LB Southwark is already home to three Business Improvement Districts which support local community organisations, including via small grant programmes. Team London Bridge recently produced a [Responsible Business Plan](#) which is at the heart of its new 5-year programme of community investment in the area, focusing on how local decisions and action by business contribute to global sustainable development goals. See also: [Strange Bedfellows? BIDs and Civil Society](#)



resonate with Southwark Council's desire to embed services in neighbourhoods. They represent moves toward new models of direct democracy and devolved autonomy by local communities.

Recommendations

- The Council should support partner organisations to maximise the social value from services they deliver in Southwark's communities. Not all social value is readily quantifiable in terms of pounds and pence; maximising investment is important but measuring social value should be an outcomes-focussed process potentially linked to an updated co-designed and owned "community outcomes framework."
- The Council should consider the four aspects of the social value model – supporting Covid-19 recovery, tackling economic inequality, fighting climate change, and driving equal opportunity – when assessing applications for its Community Investment.
- The Council should stipulate that funded organisations demonstrate co-production with tenants and residents. This supports real-time understanding of the needs and gaps in community provision, as well as providing a live community evidence base on which future community investment can build (see (f) Data).

(e) Maximising place-based philanthropy and support for Southwark communities

The pandemic has spawned unprecedented levels of collaboration between funders and community investors which have generated real efficiencies for VCISOs and funders alike. The London Community Response, for example, brought together more than 60 funders from across the public, philanthropic, business and social investment sectors to provide a collaborative funding hub for London's civil society. This distributed more than £50m of grants to civil society groups across the capital, and its backers are now planning a longer-term funding vehicle ("Collaborative Action for Recovery").²⁰

Locally, several members of the Southwark Funders Forum came together to set up a dedicated Southwark Community Response Fund (SCRF). Contributions were also secured from developers and corporates. This fund was aligned to the London Community Response and all applications made through the central portal. At a local level the fund was managed by United Saint Saviours Charity which also contributed £150,000. Other local contributors included Peter Minet Trust (£50,000), Southwark Charities (£75,000), Guy's and St Thomas' Charity (£250,000), St George the Martyr (£25,000), British Land (£20,000) and Womble Bond Dickenson (£3,750). A crowdfund

²⁰ London Funders: [A Proposal for Collaborative Action for Recovery \(CAR\)](#), November 2021



campaign, administered via Spacehive and supported by the Council, generated nearly £20,000 from individuals and local businesses. By mid-summer 2020, the pooled fund amounted to over £590,000.²¹

The opportunity to think in terms of systems rather than individual institutional interventions is clear from these collaborative approaches, which provide the mechanism to:

- spread risk when funding innovation
- maximise the value of investments in civil society where no single sector or funder can shoulder the cost
- provide more efficient forms of finance (such as pooled grants where cost savings are achieved throughout the grant funding cycle of application, assessment -including shared due diligence - and delivery) than the traditional funding system
- achieve added value and synergies from funder collaborations, including shared learning to make for more intelligent funding and community investment.

Recommendations

- The Council should consider how best to align if not pool elements of its Community Investment programme where appropriate with other community/issue-based funders in order to harness the benefits and value from collaboration. Locally this could be via the Southwark Funders Forum / [Southwark Giving](#) and/or with relevant national funders (eg [Youth Futures Foundation](#) on tackling youth unemployment in communities through enhancing infrastructure; [Good Things Foundation](#) for tackling the digital divide and upskilling poorer communities).
- The Council should map its proposed programme investments in the context of the government's Levelling Up agenda, future programmes and funding which prioritise left-behind communities; this will open up sources of potential match funding and complementary sources of community investment like the [Partnerships for People and Place pilot](#).

(f) Harnessing data and technology to measure the social and economic value of the sector (and of the Council's investments)

Data - its collection, analysis and application – has become more crucial than ever in driving policy, targeting interventions and promoting systems change. Kruger's review notes, civil society organisations should be part of a wider effort to “enable proper indexing of community strengths and assets [...] overlaid on existing data around deprivation.” This has the goal of changing from “using old data to prove an intervention, to using real-time data to continuously improve service

²¹ See: Southwark Community Response Fund, April-September 2020 – Final Report;



delivery.” The collection of data is important not in and of itself, but for how it contributes to the functionality of civil society and its interplay with government agencies, local authorities and service providers. However, with charities’ confidence in their ability to use digital technology plummeting, it is more important than ever to justify requirements of local VCOSs to collect meaningful data.²² Anchor institutions, including local authorities, should begin to shape how data is collected and rationalised at a local level, making efforts to understand and share knowledge about the data landscape and working with partners and enabling smaller VCOSs to do so.

In section 3 of this report, we have discussed the potential of LB Southwark’s online funding portal to collect data that will build understanding of the equity of its funding processes (through collection of equalities data piloted on Black History Month funding applications) and the impact of its funding (through the outcomes data collected from projects funded through the Common Purpose programme).

Recommendations

- Data sharing agreements should be outlined as standard for large grant-funded organisations. There should be a focus on ensuring that data collection processes between the Council and local partners/other funders cohere, with a shared understanding of, and joint reporting on, a particular community’s needs and outcomes
- The Council should use the reframing of its Community Investment programme as an opportunity to rationalise and standardise data collection processes with partner organisations, and where possible, support smaller VCOSs to develop and implement data processes that are GDPR-compliant and contribute to continuous service improvement

²² <https://www.thinknpc.org/resource-hub/state-of-the-sector-2020/>



Appendix

Detailed case studies

Preston City Council – Community Wealth Building	
Local Authority Area: Preston	Population: 114,300
Examples of: Community wealth building and maximising social value	Relevant KLOEs: Reducing inequality Social value
<p>Preston is an early adopter of the community wealth building (CWB) approach having implemented their first strategy in 2011 working in partnership with Ohio State in the USA. A key component of the CWB strategy has been implementation of ‘progressive procurement’ across the local authority and anchor institutions. This has included:</p> <ul style="list-style-type: none"> • Spend analysis in partnership with CLES • Development of an anchor procurement practitioner network • simplifying the procurement process, • breaking large contracts into smaller ones where possible, • leveraging social value, particularly local supply chains <p>A spend review of procurement activity identified an increase in Preston based spending from 5% (2012/13) to 18.2% (2016/17) an additional £74,750,000 retained within the Preston economy.</p> <p>Preston has particularly leveraged the Social Value Act in implementing CWB. This has included:</p> <ul style="list-style-type: none"> • Including a community benefit/social value policy within the Local Plan to encourage all developments above an agreed threshold to maximise social value • Ensuring that all qualifying new housing developments deliver an Employment and Skills Plan • Seizing new funding opportunities, including central government programmes, for apprenticeships, training and skills development 	



- Building on the experience of partnership working with voluntary, community and faith groups during the pandemic to support the further development of this sector
- Engaging with representatives of civil society including the newly formed Preston Chapter of Citizens UK and local trade unions

Other actions relating to CWB taken by the City include:

- Paying the [Real Living Wage](#);
- Facilitating the [Community Anchors: A Co-operative Recovery programme](#). Providing targeted support for Preston's BAME community
- Working with the University of Central Lancashire and Preston Co-operative Development Network (PCDN) for a [cooperative development project](#) funded by the Open Society Foundation (OSF)
- Progressing plans with Liverpool City Council and Wirral Council for the establishment of a [North West Mutual](#) bank.

Preston's second CWB strategy can be found [here](#)

Bristol City Council – funding to support social and economic impact

Local Authority Area: Bristol	Population: 463,400
Examples of: Local authority investment in VCSE for reducing inequality. Asset Based Community Development	Relevant KLOEs: Reducing inequality Social and economic impact of funding

Bristol is a diverse city with around 45 religions, 187 counties of birth and 91 languages spoken ([BSWN 2019](#)). Bristol is delivering a [Local Access Partnership](#), a £2.7m 10-year programme of investment funded by [Access](#) and [Big Social Capital](#). The Local Access Partnership aims to support and invest in social enterprise in communities experiencing inequality with key objectives of making Bristol's social economy more diverse and create greater social and economic impacts. The programme includes a [social enterprise incubator](#) for Black and Asian social entrepreneurs delivered by BSWN, with an accessible and light-touch application process.



In 2017 the [Bristol Impact Fund](#) (BIF) was formed through the amalgamation of eight different council grants. This has provided grants to 70 organisations to deliver projects reducing inequality in areas including:

- Reduce disadvantage and inequality
- Improve health and wellbeing
- Increase resilience

Funding has been a mixture of four-year funding as well as smaller 18 month grants to support development and testing of ideas within diverse communities. An [impact evaluation](#) in 2019 identified that the grant programme had, to date, unlocked an additional 67% in match funding, and utilized 7,000 volunteers.

Consultation for the second round of the BIF (£6.4m over four years) is on-going with the city seeking feedback from the VCSE on the goals of the fund, monitoring and evaluation and overall approach. Priorities for this second round of funding are enabling those communities experiencing the greatest inequality to:

- Self-organise and pursue collective priorities
- Access trusted, empowering support
- Build strong organisations taking forward community priorities
- Collaborate and bring about meaningful changes

Since 2019 Bristol's [Community Development Team](#) have been taking an Asset Based Community Development ([ABCD](#)) approach with 12 neighbourhoods, three of which were dedicated 'learning sites' in which a worker has spent three days a week in the community building trust and connecting people with their communities through. Achievements have included community ownership of a library due to be closed, community organised sports events and the establishment of a [community market](#) (see the full report [here](#)).

Plymouth City Council – cultivating community assets

Local Authority Area:
Plymouth

Population:
262,100

**Examples of:**

Economic regeneration through cooperative and community owned infrastructures.
System change through contracting with VCSE organisations differently
VCSE capacity building

Relevant KLOEs:

Partnership working
Supporting community infrastructure

Plymouth City Council (PCC) has been identified by [New Local](#) as an example of a local authority enhancing local resilience through ‘cultivating’ community assets. Plymouth’s strategic action plan ‘[Doing it Ourselves](#)’ aims to improve local economic wellbeing through doubling the local co-operative and mutuals sector by 2025. Key features of the plan include:

- Worker owned technology and creative industries
- Community owned infrastructure, particularly in relation to house building and renewable energy.
- Workspace and activities being made available in cultural and community spaces
- Support growing demand for social care services.

This has included the establishment of a Strategic Co-operative commissioning team specifically for the procurement of health and social care.

Plymouth is one of six recipients of the joint Kings’ Fund and The National Lottery Community Fund [Health Communities Together](#) funding which aims to develop partnership working between the VCSE, health and local authorities to improve the health and wellbeing of communities. The fund is supporting [POP](#) – the local VCSE infrastructure organisation which aims to build capacity and capability in grassroots VCSEs. Through the Health Communities Together fund POP is working with PCC; the Clinical Commissioning Group, University Hospitals Plymouth; Livewell Southwest and community researchers to increase social connection and improve wellbeing.

Plymouth have also been highlighted by [Catapult](#) and [Human Learning Systems](#) for their approach to meeting the needs of people with complex needs within the city. [Plymouth Alliance](#) is a partnership of seven local VCSE organisations, working alongside local authority, NHS, faith organisations and larger national charities to deliver coordinated support for people experiences addiction and homelessness. PCC and Devon CCG facilitated the alliance through a co-design process with service users bringing together 25 separately contracted services into a single system contracted with a budget of over £600m over 5-10 years to enable change to be fully implemented (see this [briefing](#) for further details).



North Ayrshire Council – Community Wealth Building

Local Authority Area:

North Ayrshire

Population:

134,000

Examples of:

Reducing inequality through community wealth building and establishing an economy based upon wellbeing and inclusion

Relevant KLOEs:

 Reducing inequality
 Partnership working
 Neighbourhood-level services

North Ayrshire is one of the most deprived areas in the UK with one third of children living in poverty, higher than average unemployment rates and a declining population. North Ayrshire Council (NAC) launched Scotland's first [Community Wealth Building strategy](#) in May 2020 and is a useful example of a new CWB initiative, in contrast to the established Preston model. NAC's strategy sets out how the council will work in partnership with local communities, businesses and wider regional anchor institutions to create a fairer local economy to tackle poverty and inequality, embedding a new economic model focused on wellbeing and inclusion.

The strategy includes internal council targets to increase the proportion of expenditure that stays within the local economy and a CWB [charter](#) has been signed by many of the regions anchor institutions. An [expert panel](#) has also been established bringing together national and international expertise around inclusive economies.

Since the development of the strategy NAC has achieved:

- Recruitment of 50 apprenticeships
- Becoming a real living wage employer
- Community grant and community ownership options including community asset transfers
- [Keep it Local](#) campaign

This [video](#) is the NAC's first annual report .



Consultees

We are extremely grateful to the following who gave up their time to take part in the Community Investment Review, whether through completing the on-line survey, taking part in an interview with the consultants or participating in one of the review's four focus groups.

Survey responses were received from:

Time and Talents
 Southwark Day Centre for Asylum Seekers
 Mental Fight Club
 Calm Mediation
 Paxton Green time bank
 Friends of Galleywall Nature Reserve
 SMILEY'S PLAYTIME
 Southwark Pensioners' Centre
 Toucan Employment
 Blue Elephant Theatre
 se5 forum
 Southwark NeedsNotMet
 Leonard Cheshire
 Bermondsey Artists' Group managing Southwark Park Gallerie:
 Link Age Southwark
 The Salvation Army
 Southwark Disablement Association (SDA)
 Holy Trinity church, Rotherhithe
 STAMP Shad Thames Area Management Partnership
 Kineara CIC
 Somali Integration and Development Association
 Blackfriars Settlement
 Somali Integration and Development Association
 community cycleworks
 SUNBEAM
 Rastafari Movement UK
 Love North Southwark



Maintaining Health Partners
 Copleston Centre
 Tideway Sailability
 Edible Rotherhithe C.I.O.
 Vietnamese Mental Health Services
 Downside Fisher Youth Club
 InSpire at St Peters
 Citizens Advice Southwark
 Southwark Council
 Future Men
 Southwark Bahdja Academy
 Bermondsey Street London
 Platform Cricket (THYSF)
 The Purple Ladies
 Zambia WASHE Advocacy Network (ZAWN)
 MOYAW Ltd
 Pempeople / Livesey Exchange
 Friends of Gipsy Hill
 Hestia Housing and Support
 Invisible Palace
 Decathlon
 Latin American Disabled People's Project
 Age UK Lewisham and Southwark
 Southwark Travellers Action Group (STAG)
 Southwark Law Centre

Interviews were conducted with LB Southwark officers and external partners:

Angus Lyon
 Katherine Pitt
 Claire Belgard
 Elaine Gunn
 Forid Ahmed
 Michelle Walker
 Tina Thorley



Palmela Witter

John McCormack

Jess Leech, Rebecca Towers, Rosie Dalton, Beth Penwarden and Rebecca Harkes

Chris Makata-Pralat, Community Southwark

Mike Wilson, Pembroke House

Sarah Thurman, United Saint Saviours Charity

Focus Group participants (1) VCS representatives:

Tina Smith – Volunteer

Liz Ranger – Development of Services at Blackfriars Settlement

Kulne - Lead pastor of Cornerstone Roots Charity

Carleigh Grogan – Skills and Employment Manager at St John's Trust

David Stock – Southwark Disabled Association

Mahua Nandi – Director St Bede House Association

Sophie Wellings – Chief Executive of Link Age Southwark

Tracey Wells – Services Manager for Society in Southwark

Kodwo Mensah Grey-Mills – Community Group Lead for Musicians & Sport

Alison Blackwood – Manager for Southwark Travellers Action Group

Morgan Tume – Youth Centre Worker

Aime Konteh – Board Member for SE5 Forum

Cathy Depless – Southwark Pensioners Centre

Focus Group participants (2) Local Independent Funders:

Rachel Oglethorpe, Peter Minet Trust

Amy Lamont, Newcomen Collett Foundation

Chris Wilson, Southwark Charities

Madeleine Aldridge, Charterhouse-in-Southwark

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