

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 VCOS to bid for/win contracts
- Resource a more coordinated offer of organisational development and support for VCOS
- 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 VCOS 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

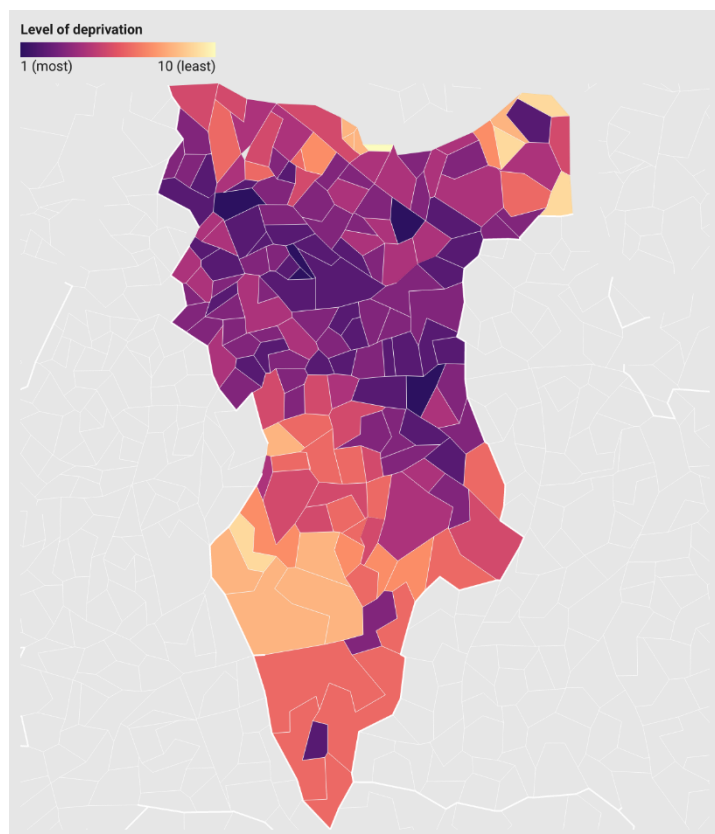
LB Southwark is one of the 50 most deprived local authorities in England and one of the 10 most deprived in London

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

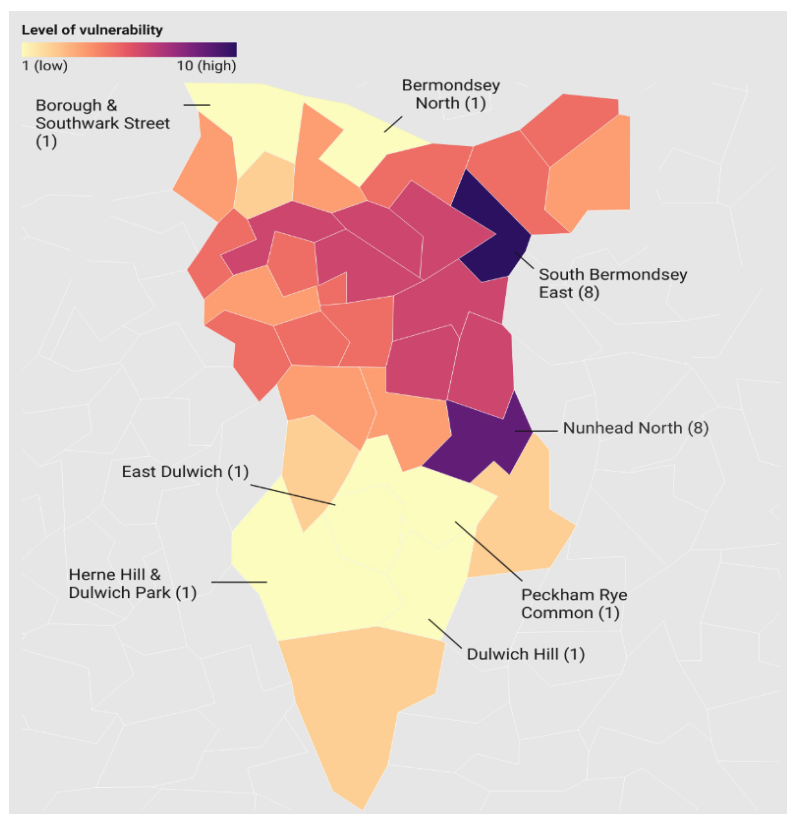
The Covid-19 vulnerability index shows a similar distribution of need to IMD, with highest levels of vulnerability clustered in the north/centre of the borough

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://britishredcrosssociety.github.io/covid-19-vulnerability/>

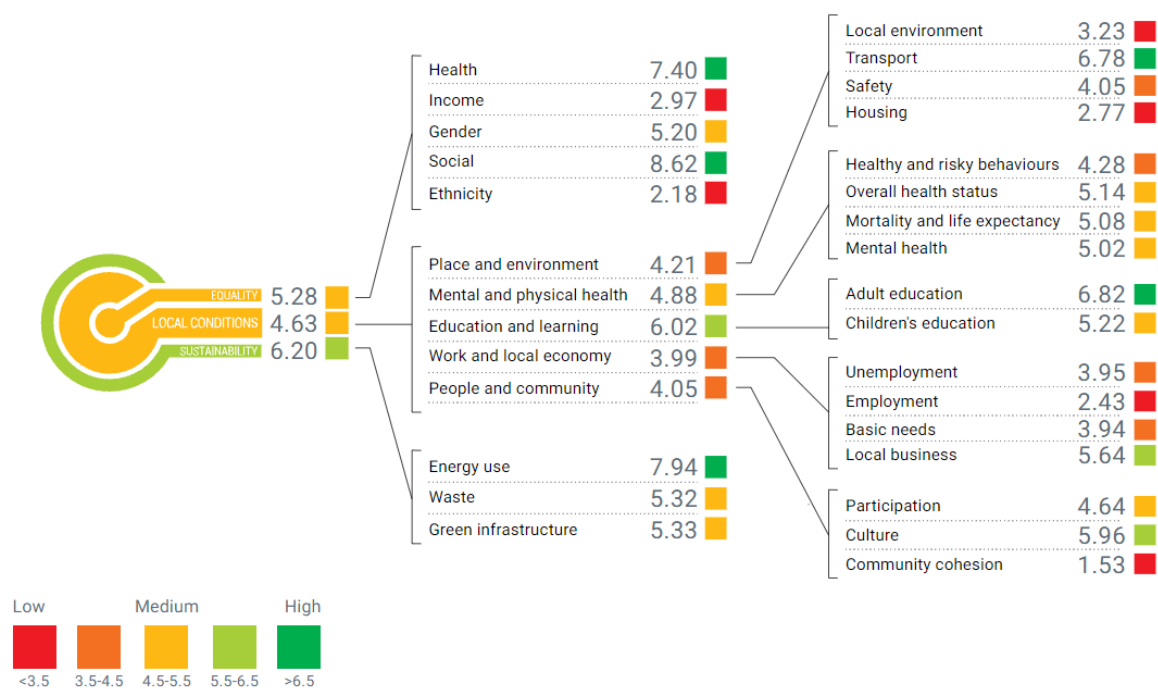


Source: British Red Cross Covid-19 vulnerability index, accessed October 2021

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](#)



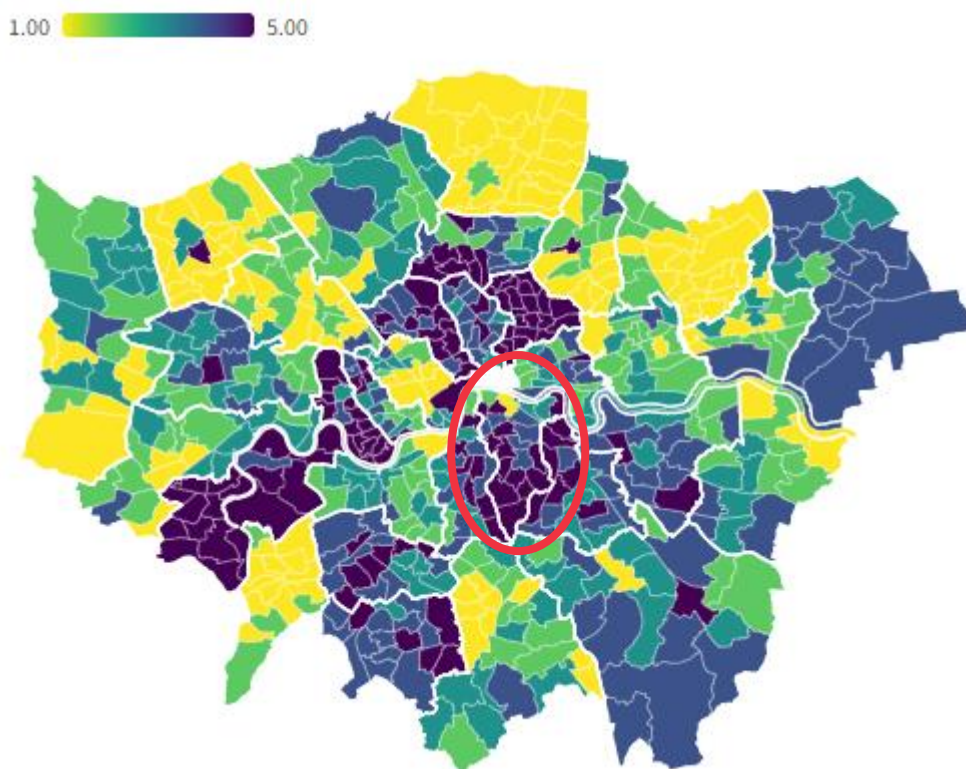
The recently produced London Civic Strength Index ranks most wards in LB Southwark highly for civic strength – particularly those in the south of the borough

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

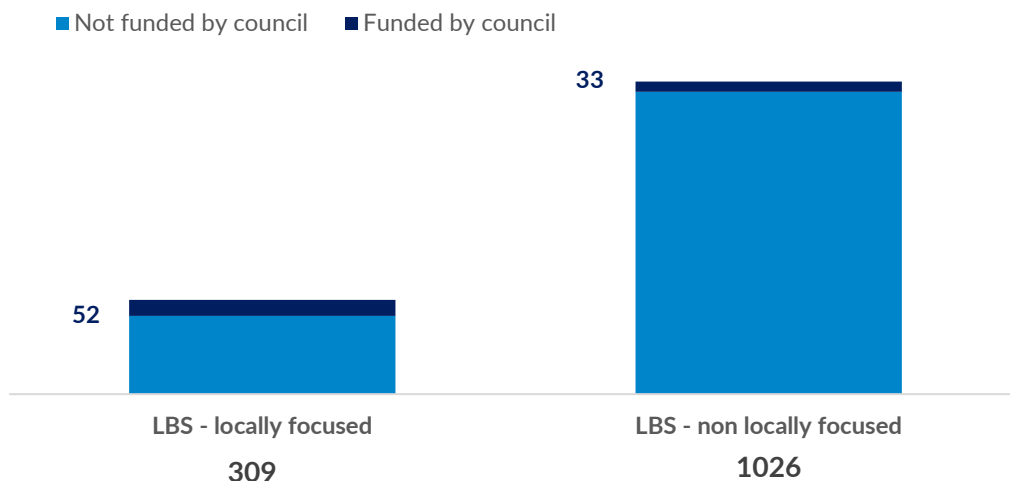
The majority of charities based in Southwark do not have a specific focus on investing in Southwark; the Council funds a greater proportion of the locally focused charities than the non-locally focused charities.

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

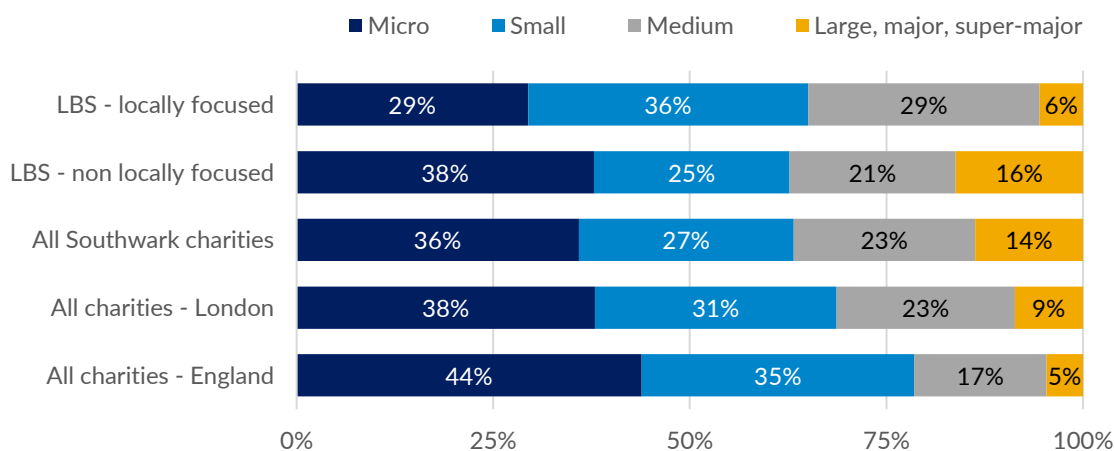


Source: Charity Commission England & Wales May 2021 download, LBS funding data

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

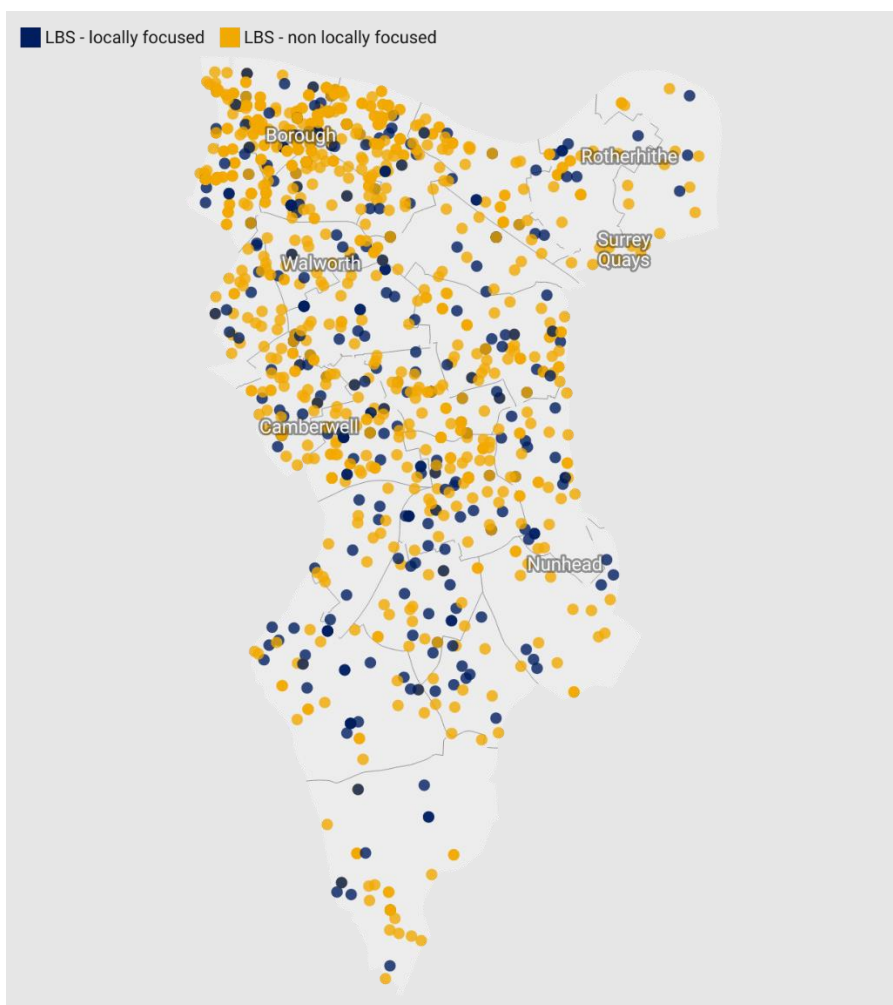


Chaucer) of the 21 wards that make up the London Borough of Southwark. This concentration is particularly marked for regional and national charities, with 437 (42.6%) of 1,026 non-locally focused charities being based in these three wards.

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	

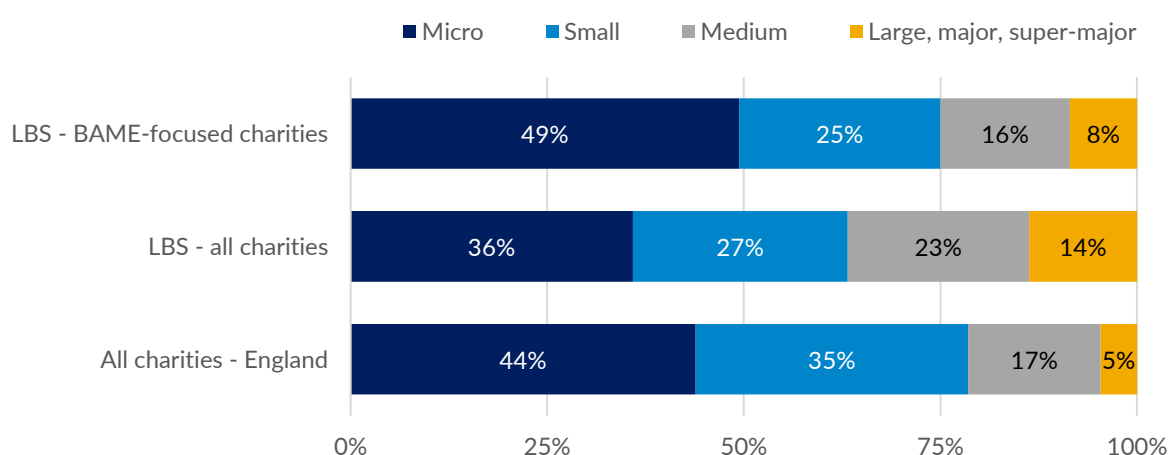
*Groups can select more than one category

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.

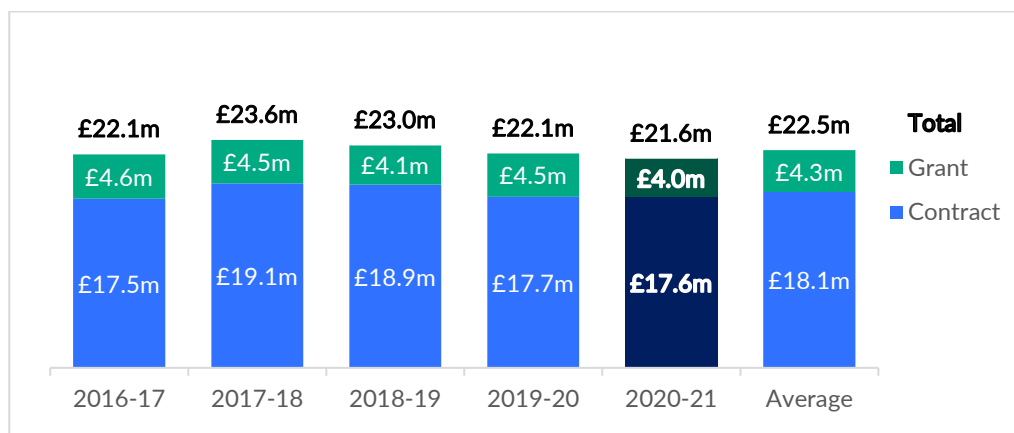
This process excludes a large proportion of the contract funding of VCS organisations and a much smaller proportion of grant awards. In particular, one organisation, the Anchor Trust, has received £31.7m over five years for Older People Residential Care contracts, which is not within the scope of this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



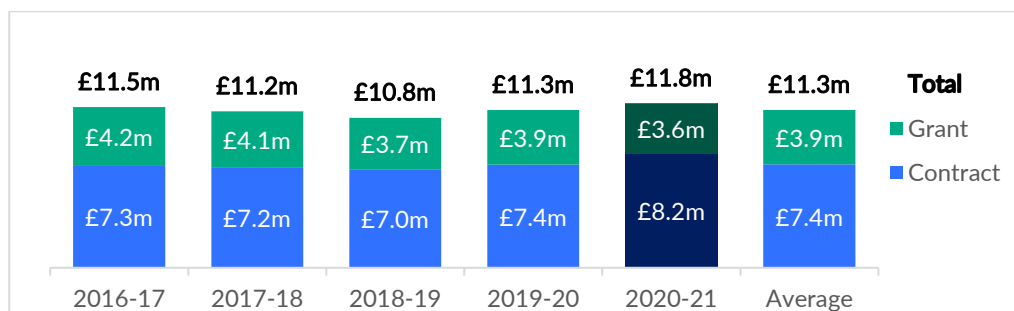
Source: LBS funding data

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.



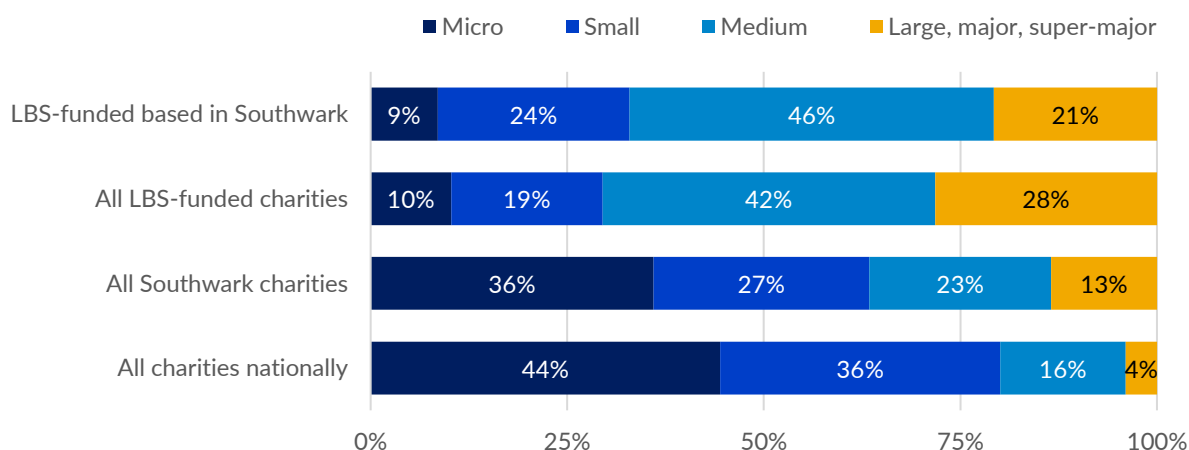
Figure 22: Analysis of VCS funding recipients of in-scope community investment funding programmes by charitable status and geographic location / area of benefit

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+

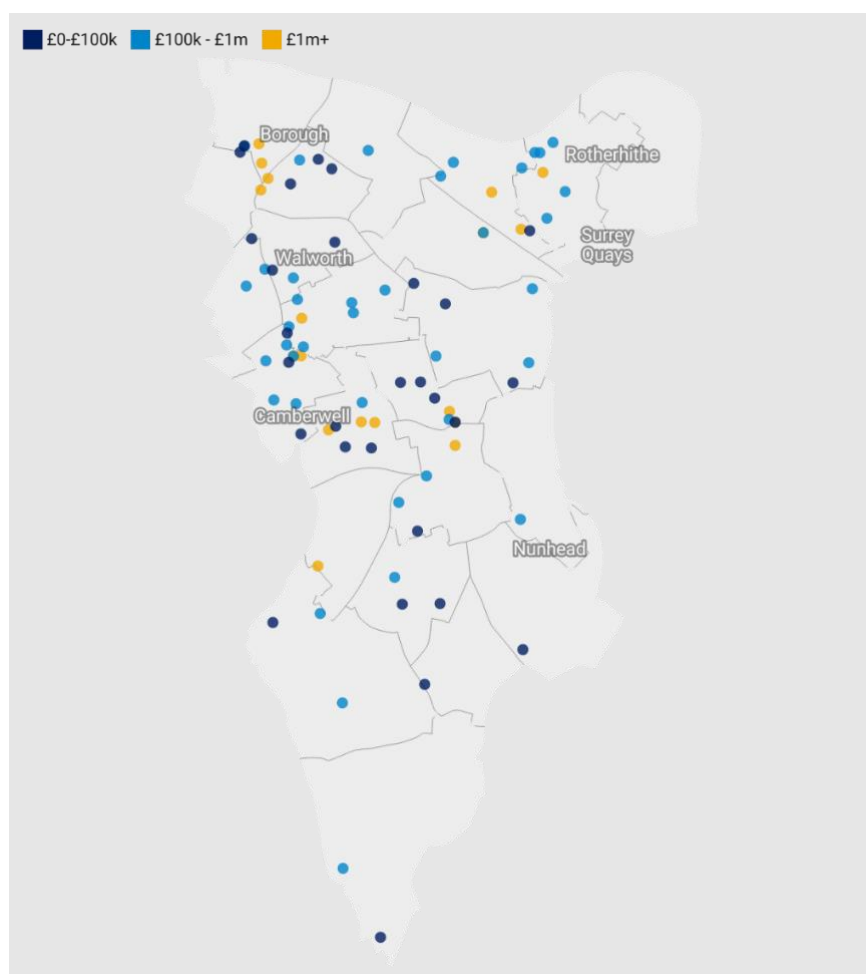
Source: Charity Commission England & Wales May 2021 download, LBS funding data

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

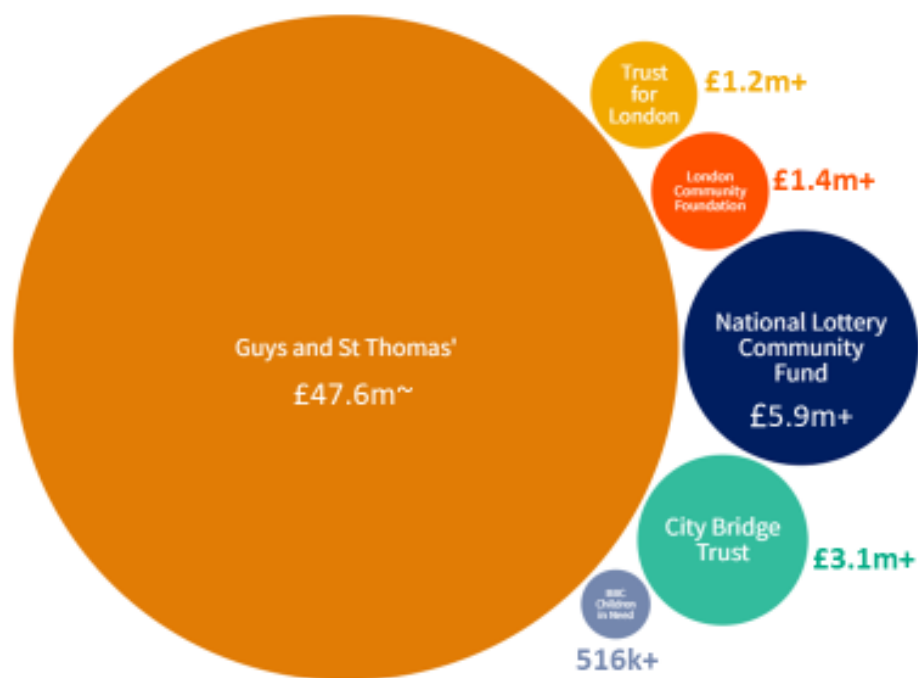


fundors with a shared interest in the borough. It was these pre-existing relationships which enabled the setting up of the Southwark Community Response Fund in spring 2020 (see p.70). The recently reborn [Southwark Giving](#), an initiative formerly incubated at Community Southwark, but now under the 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)



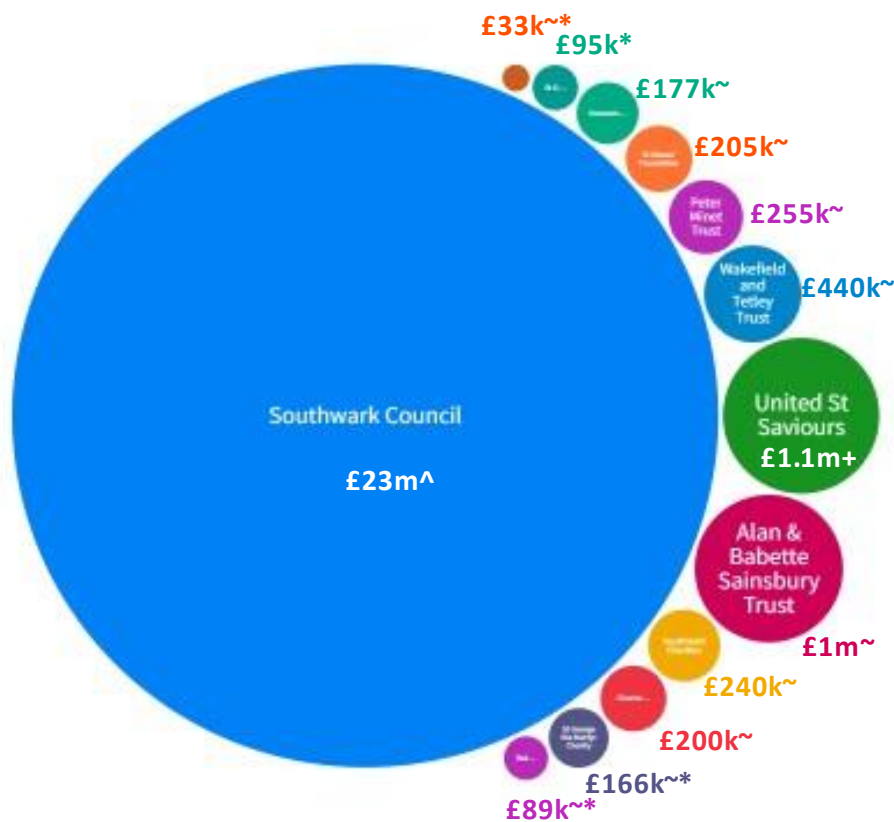
Funder	Grants	Time period	Source
Guys and St Thomas'	£47,697,000	April 2019-March 2021	Financial [~] accounts
NLCF	£5,945,343	April 2019-March 2021	360 Giving+
City Bridge Trust	£3,137,462	April 2019-December 2020	360 Giving+
LCF	£1,487,196	April 2019-March 2021	360 Giving+
Trust for London	£1,229,000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

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

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.

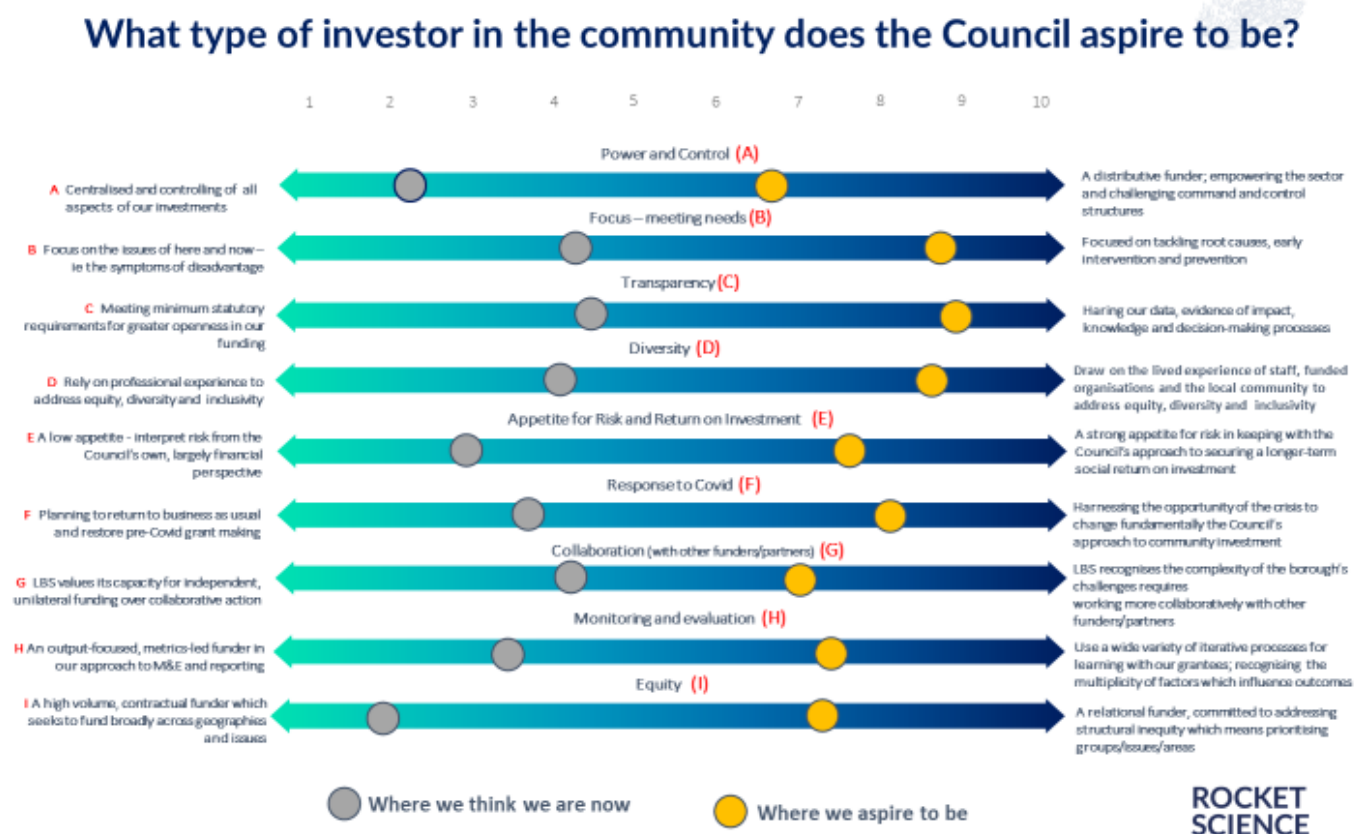
4.2 What type of investor does the Council aspire to be?

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?*



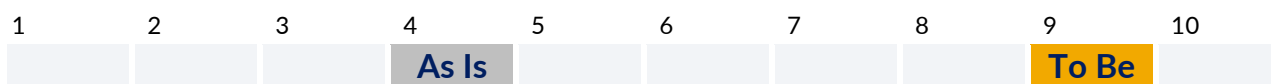
Power and control – shift to being a more distributive funder with more collaborative decision-making



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.

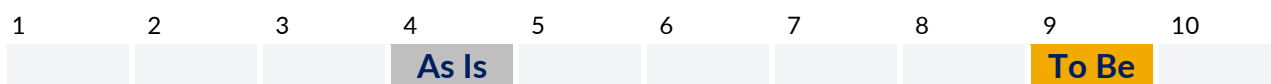


Meeting needs – focus more on tackling root causes through early intervention / prevention



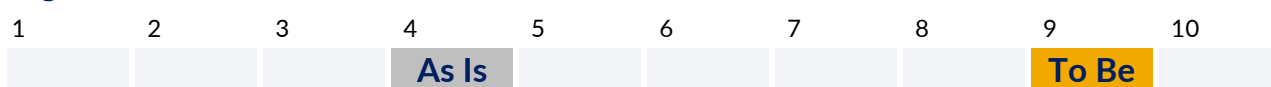
Steering group members discussed the difficulties of talking about the entire range of LB Southwark’s community investment funding as one; for programmes such as Common Purpose there is already an emphasis on prevention and building community capacity. However, the response to the Covid-19 pandemic has 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.

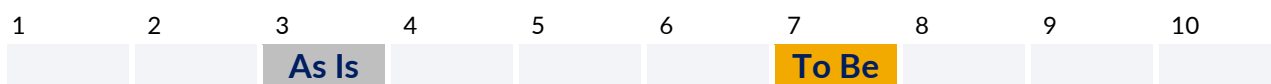
Diversity– fully embrace equality-led approaches linked to Southwark Stands Together work



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.

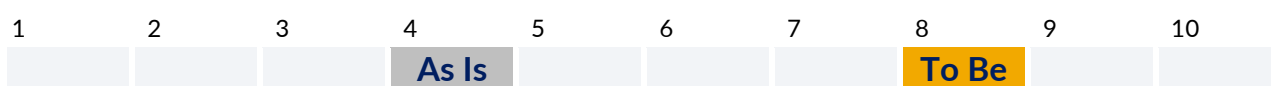


Appetite for risk and return on investment– move to a position where risk is balanced against an appetite for projects that can achieve longer-term change



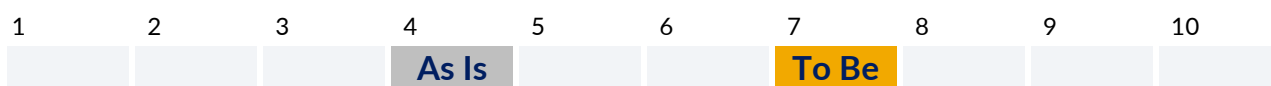
There is a consensus that a low-risk culture pervades the Council both in terms of reputational and political risk, as well as a financial cautiousness. One participant commented: *‘It seems safer to stay with what is known and seems to have worked in the past.’* It was acknowledged that as a public 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.

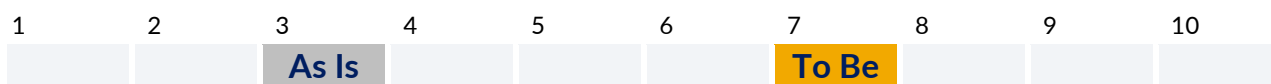
Collaboration (with other funders/partners) – build on the work of Southwark Funders Forum to extend opportunities for collaborative funding



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.

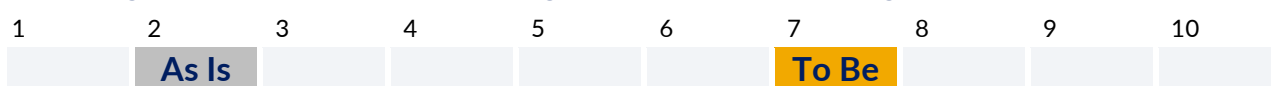


Monitoring and evaluation – shift away from a focus on outputs, and over-monitoring of small awards to recognise the wide variety of factors which influence outcomes



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 VCISOs 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

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:

- [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

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.

Preston has particularly leveraged the Social Value Act in implementing CWB. This has included:

- 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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