

ROCKET SCIENCE

Corporate Services Grant Programme Review Final Report

Royal Borough of Kensington and Chelsea

1 September 2020

Contents

1. Executive summary	1
2. Introduction to the Review	8
3. Corporate Services Grants in numbers	122
4. The impacts of CSG funding	222
5. Council funding for the VCS	288
6. Non-funding support for the VCS	355
7. Enabling a cohesive & coordinated sector	411
8. Impacts of Covid-19 on the VCS	444
9. Conclusions – six to fix?	488
Appendix – contextual overview	522



1. Executive summary

"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." Rahm Emmanuel, former Mayor of Chicago and Chief of Staff under President Obama

Context of the Corporate Services Grants Review

The Royal Borough of Kensington and Chelsea's Corporate Services Grant (CSG) programme awards grant funding of c£2.4m per annum to local voluntary and community sector (VCS) organisations to deliver services in the borough under one of three themes: community engagement; information and advice; capacity building and infrastructure support. The current programme, which was originally due to end on 31 March 2019, was extended for the maximum of 2 one-year terms (ie to March 2021) and is now the subject of this external, independent review.

The review was initially commissioned in January 2020 with a brief to focus on:

- How CSG-funded organisations meet the needs of residents and support the Council's strategic priorities
- The value and importance of CSG to recipient local charities and VCS organisations
- How the programme sits alongside the Council's other funding of and collaboration with civil society in the Royal Borough.

The advent of the Coronavirus pandemic in early March postponed the completion of the review as originally commissioned. The far-reaching effects of the virus, both nationally and locally, have significantly altered the perspective of the CSG review, the findings from which 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 is increasingly regarded as integral to local efforts to "build back better."¹

¹The Prime Minister recently requested Danny Kruger MP, a former government adviser on civil society, to report by the end of July on proposals for a "better system for supporting our communities: more local, more entrepreneurial and more trusting." The government's response to Kruger's recommendations is expected next month and is likely to inform this autumn's Spending Review and the Local Recovery and Devolution White Paper.



The CSG has been a mainstay of RBKC’s support for the local voluntary sector for well over a decade. Over the last four years, 2017-21, the Council has awarded a total of £9,561,455 to 29 recipient organisations under one of the programme’s three themes (see figure 1). More than 20 of the current recipients have been core-funded consistently for at least the last decade. In the most recent full year (2019/20), £2.4m was awarded to the 29 VCS organisations as follows:

Theme	Total Funding	No of Grants	Average grant
Information and Advice	£1,130,724	4	£282,621
Community Engagement	£ 967,523	21	£46,073
Infrastructure Support and Capacity Building	£ 305,082	4	£76,270
Totals:	£2,403m	29	

Figure i: The allocation of Corporate Services Grant by Theme during 2019/20

Summary Findings

The Corporate Services Grants currently make up around 12% of the total annual funding (c.£18m) which is spent by the Council on services provided by organisations in the voluntary and community sector (2019 figures). The split between contracts and grants is approximately two-thirds to a third, with Adults and Social Care accounting for 72% of all contracted spend via the VCS. Of this c.£8m, over £5.5m (31% of all funding via the sector) comprises service contracts with just five large, regional or national voluntary -sector providers.

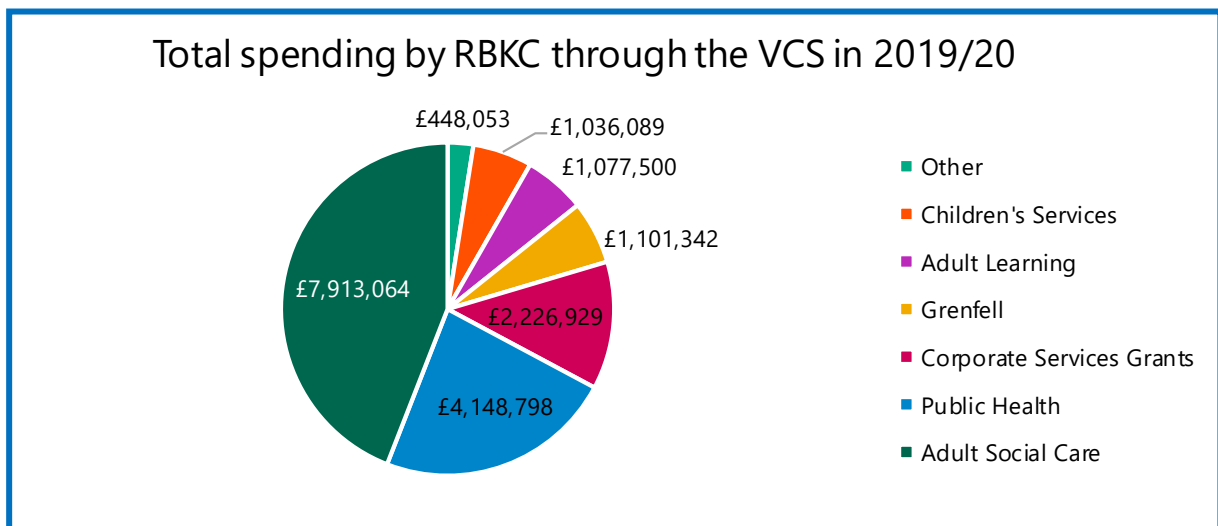


Figure ii: Total funding awarded by policy area/department. 'Other' includes Community Safety; City Living, Local Life; Arts and Culture; Discretionary Rate Relief



The Royal Borough of Kensington and Chelsea has maintained a track record of investing in its voluntary and community sector despite the considerable cuts to local authority budgets over the last decade. RBKC 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 Engagement team, have paid dividends in terms of enabling the community's response to recent seismic shocks, first the effects particularly in the north of the borough, of the Grenfell Tower tragedy in 2017 and now the borough-wide impacts of the Coronavirus pandemic.

However, other than citing involvement in Grenfell support, most of the CSG-funded organisations can flex the description of what they do to meet the council's 5 Corporate Plan priorities, to the extent that it is rather meaningless. The wide range of grant recipients, prompts the question what is a Corporate Services Grant programme for? They vary hugely in size, delivery type and professionalism; some offer services directly to residents, others are "second-tier" providing support to front-line organisations or smaller charities; some have their own premises (eg faith-based groups) many are in rented space, often from the Council.

The review briefly assesses the significant social and economic impacts of Covid-19 on Kensington and Chelsea ([section 8](#)), partly to emphasise the heightened demand for local community services across the whole borough, but also the likelihood that a significant element of this will come from an entirely new wave of service users who will likely be accessing support, advice and guidance for the first time on different aspects of social welfare, including employment, housing and money management. Whilst the Council and its partners look to "build back better" from the latest crisis, its appreciation that we are unlikely soon to return to normal means that rethinking the role of the CSG programme takes on added importance in order to support services that will be required from local VCSOs in the age of Coronavirus (the "new normal").

Strategic vision and purpose of a Corporate Services Grant programme

The review discerned a lack of clarity about the purpose of the CSG programme including the types of organisations and activities which are funded, and the reasons why? The consistency of the Borough's CSG funding has been particularly welcome by recipient VCSOs, as has the support of the Council's Community Engagement Team which oversees the Programme, although in recent years one-year programme grant extensions have created an element of uncertainty. One downside of this degree of continuity has been an element of drift and lack of direction that has crept into the programme. Most of the current 29 grant recipients (as well as Council officers) commented that the programme needs redesigning, if not repurposing.



- The Council, working in collaboration with the sector, might choose to **define clearer, strategic objectives and themes for the programme as part of a wider-ranging review of its relationship with the voluntary and community sector**. As well as learning from the strengths and weaknesses of the current CSG programme, this could reflect the value of a well-supported community sector and local infrastructure which has been evidenced by the local response to the Grenfell Tower tragedy and has been essential to both the emergency response and longer-term recovery from the effects of Coronavirus.
- **A repositioning of the programme might want to consider focusing on two key requirements of a healthy voluntary and community sector:** (1) local infrastructure (including assets/buildings) which in turn support a wide range of front-line services, often delivered by small, volunteer-led organisations right across the borough; (2) innovation funding which allows the sector to experiment and test new approaches to service design and delivery, reaching out to new or under-served communities without feeling constrained by the need to achieve pre-determined outputs and outcomes. Both these forms of grant would require a different monitoring and reporting framework to the one currently used for the CSG in order to ensure appropriate accountability, but the principle of this being core (ie not project-specific) funding is what will retain the CSG's value and importance to the sector locally.
- The CSG has tended to operate in isolation of other Council services' engagements and investment in the local voluntary and community sector. The review has identified opportunities to **create more cross-Authority interaction and synergy between grant funding and the contracting of commissioned services** from the sector. There are currently services, such as borough-wide Information Advice and Guidance work, which are funded through the CSG which in future might more appropriately be commissioned. Equally, there are opportunities for greater dialogue and collaboration between different parts of the Council and the Community Engagement Team in order to find ways to use grant funding (such as a proposed innovation grant pot) to complement the design and delivery of contracted services, particularly for Adults and Social Care and Children's Services. The seemingly siloed nature of the Authority's engagement with the sector is reinforced by the inconsistent approach which the property team takes to charging rent to CSG recipients' occupying Council-owned premises; some are highly subsidised, others pay near-market rates.



Communication and Co-design

The recent annual roll overs of the Corporate Service Grants have contributed to a perceived lack of transparency in the way the funding is disbursed. That nearly $\frac{3}{4}$ of the current 29 recipients have been beneficiaries of CSG funding for the last ten years is, on the one hand, laudable and testimony to the Council's commitment and consistency of support for the VCS; for many smaller organisations it has been a lifeline at a time of cutbacks in their other funding. On the other hand, several consultees, from both the Council and the sector itself, observed that this has created a certain cliquishness and level of complacency, as well as a barrier to new entrants to the programme at a time when the response to Grenfell and Covid-19 has revealed a diversity of new community organisations across the borough.

- Co-producing a new prospectus and guidance **for a repurposed CSG is an opportunity for the Council to set a clearer rationale** about what the programme is there to achieve, and its expectations of future recipients. Similarly, a quick win could be to publish and distribute an easy-to-read **annual report about the impact of CSG-funded organisations**. This would increase transparency about the programme, garner public and partners' support, and make funded organisations feel that their monitoring returns are being put to good use. Several commented on how the current monitoring of the Corporate Services Grants is disproportionate which is compounded by a strong sense that the data and information collected are not put to best use within the Authority. A recurring theme of interviews with current CSG recipients was the lack of meaningful dialogue with the sector about the needs that exist and how best to respond to them. By contrast, Public Health was held up as an exemplar of how to engage the sector in genuine processes of co-design and co-production.
- The Council will need to balance the value the Authority and the sector gain from CSGs' providing both core and multi-annual funding with the opportunity to open up the programme to new entrants. A compromise might be to offer 2 plus 1 year funding agreements, or to manage multi-annual grants for funding infrastructure support separately from possible one-year innovation grants. The Council's **working with the sector to co-design and produce a new CSG prospectus would be the opportunity to convey the makings of a new relationship with the local VCS, post-Covid**, at the same time as designing guidance (ie programme criteria and requirements of grantees) which focuses on reducing duplication, promoting partnership and collaboration and supporting organisations' sustainability, not least through setting expectations of their using the CSG to bring in alternative income streams alongside Council funding.



Monitoring, reporting and measuring impact

The review found that an inherent weakness of the Council's Corporate Services Grant programme stems from its bureaucratic approach to monitoring and reporting. Despite some recent changes and improvements to the recording of activities and organisations' outputs, this largely remains a process which compromises the local authority's ability to measure and report on the impact of its not inconsiderable investment in the local VCS.

- The current reporting of CSG grants is more akin to the recording of project funding (ie counting outputs) than investment in the core activities of a group of local civil society organisations which are key to the health and wellbeing of the borough and its residents (ie outcomes/impact/value and return on investment). The wide range and size of recent CSG awards justify the Council's having individual Service Level Agreements with the 29 different grant recipients. However, there is little evidence of a consistent framework for capturing outcomes (ie linked to the Council Plan priorities) or measuring individual or collective social impact. (We were struck by the paucity of the case studies submitted by grantees in their monitoring returns which may be symptomatic of a system which has lost the faith of its beneficiaries).
- Internally, there has been an ad hoc approach to integrating or sharing the work of the CSG-funded group of organisations with other Council departments' work or policy agendas. However, as has been shown by the work of the RBKC VCS group during the Coronavirus lockdown, there is considerable enthusiasm and interest across the Authority to address this. The next round of CSG funding, or its equivalent, provides an opportunity to introduce a new reporting framework, focused on impact/outcomes and return on investment, based on a set of principles which truly reflect the Council's new relationship with the local VCS. The VCS group (along with representatives from the sector) is best placed co-design the framework, including realistic and appropriate outcomes and indicators.
- The Community Engagement Team needs to ensure that the new reporting principles/ framework developed for future grant making of the local VCS are shared across the Authority to avoid unnecessary duplication or inconsistent reporting, enhancing the opportunity for civil society organisations to shape policy and co-design services in future.

The Review has not explored in any detail the extent to which limited staff capacity within the Community Engagement Team, which manages the CSG programme, has impacted on its delivery. It is clear that the impact across the Council of the Grenfell Tower tragedy



understandably contributed to a repeated delay to the intended review and a possible earlier re-purposing of the Programme. The recommendations should be considered, therefore, alongside consideration of the requisite level of staff resource which will be needed to support the proposed changes and implementation of a successful strategic grant programme in future.



2. Introduction to the Review

2.1 The Corporate Services Grants Programme

The Royal Borough of Kensington and Chelsea's (RBKC's) Corporate Services Grants (CSG) Programme distributes £2.4 million per year in funding to local voluntary and community sector (VCS) organisations. Amongst its 29 recipients, over 20 have received funding for the previous 10 years. The CSG scheme covers core funding² for organisations to provide services within one of three key areas:

- 1. Information and advice** – providing high quality advice based on service users' needs, signposting them to relevant services, and advocating on their behalf
- 2. Community engagement** – supporting community centres and providing a range of activities to support local need
- 3. Infrastructure, support and capacity building** – ensuring that strategic direction is set out within voluntary sector organisations, increasing the number of people volunteering in the area, training staff in recruitment and development and providing support for budgeting and financial planning exercises.

In the aftermath of the 2017 Grenfell Tower tragedy, the existence of comparatively-well funded civil society organisations, supported by the Council as well as a local VCS infrastructure, helped to mitigate the impact and has proved essential to the area's ongoing recovery. That experience of the local (and wider London) response to Grenfell has been one of the drivers of the Council's intention to extend its work in co-production with different community stakeholders, and to do so through reviewing the viability and/or make up of RBKC's future grants and its other interactions with the local voluntary and community sector.

2.2 The review – what we have done

Rocket Science were initially commissioned in January 2020 to work with RBKC's Community Engagement Team to review the CSG Programme including:

- The ways in which funded organisations meet the needs of residents and support the Council's five strategic priorities

² Core funding supports VCS organisations' essential functions e.g. IT, finance, senior management salaries, or any other spending that is not specific to a project - <https://www.ivar.org.uk/our-research/core-funding/>



- The importance of core funding (in contrast to project funding)
- How the Council can effectively support and collaborate with the VCS in Kensington and Chelsea
- The role of grant funding alongside commissioning processes
- Hopes and expectations for the future of grant funding
- (Since March 2020) The impacts of COVID-19 on the VCS.

The Review has involved input from the CSG funded organisations, other VCS organisations working in Kensington and Chelsea (K&C), Council officers and members. This report includes an analysis of the following types of data gathered during the review:

- Funding and monitoring data gathered by the RBKC Community Engagement Team
- One-to-one interviews with representatives from 27 of the 29 CSG-funded organisations
- An online survey of funded organisations – this was completed by representatives from 17 of the 29 CSG-funded organisations³
- An online survey of the wider VCS in K&C – this was completed by representatives from 27 VCS organisations
- Interviews with 9 Council Officers
- Interviews with 6 Councillors
- Small focus groups with 8 representatives from K&C VCS organisations.

2.3 Putting the CSG review in context

The world in which local authorities and VCS organisations coexist seems to be undergoing irrevocable change; from a position, less than a decade ago, where councils largely provided local services, to one where, with considerably reduced resources, they have become a co-producer of social outcomes (set out in the Council Plan) alongside a range of partners from across civil society. In this context, the Royal Borough of Kensington and Chelsea is not alone.

Every local authority in the country has had to manage significant reductions to their finances. Most have already gone through some form of transformation, reviewing their strategic priorities and ways of working, including the nature of their future relationships with the VCS. Indeed, some now see this as part of an inevitable evolution of local government; having

³ Only one funded organisation was not represented through either the survey or an interview



moved through various phases during the last century, including the “state” and “market” paradigms, we are now entering the “community” paradigm.⁴

Charities and civil society organisations too have come under increasing pressure and scrutiny. In the wake of some high-profile failings, charities have been experiencing declining levels of public trust. The recent and wide-ranging Civil Society Futures Inquiry was unflinching in its conclusion that “civil society needs to change”, yet to do so it argued for the opportunity to forge a new commitment to organisations in the social sector. Drawing on extensive consultations, the Inquiry recommended a shared PACT a set of principles for underpinning civil society’s future. As governments both nationally and locally potentially look to “build back better,” the PACT offers a possible set of guiding principles for future cross-sector collaborations:

- **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:** holding our different organisations accountable first and foremost to the communities and people they exist to serve, to each other and to future generations.
- **Connectedness:** broadening and deepening connections with people and communities which is a key purpose of civil society; bridging economic, social and geographic divides and investing in a new social infrastructure for civil society.
- **Trust:** (re)building trust – what the 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.

The government’s [Civil Society Strategy: Building a Future that Works for Everyone](#), published in August 2018, echoes many of these themes, arguing that a modern and inclusive society comprises five pillars: people, places, the public sector, social sector and business. It also extols the role of grants (and the value of core funding) as a means of underpinning new cooperative relationships; it challenges grant makers – whether independent or statutory funders – to be more transparent, accountable, and collaborative. Funders of civil society, spurred on also by the unique circumstances caused by the Coronavirus, are increasingly thinking how [grant making and its reporting need to change](#) in order to reflect the dynamics of a modern civil society:

⁴ The wider context to the CSG Review is explored more fully in the Appendix. See also: <http://www.nlgn.org.uk/public/wp-content/uploads/The-Community-Paradigm-EXEC-SUMMARY.pdf>



- Acting on a shared understanding of needs and priorities
- Ensuring that organisations' paramount accountability is to their service users and local communities (rather than to the funder),
- Recognising that trust and mutually-beneficial relationships between grant maker and recipient can be undermined by traditional, numerically-based reporting which focuses on attributing impact rather than celebrating social value.

Undertaking the CSG Review in the wake of the pandemic, we have been keen both to follow the original lines of enquiry set out in the brief, as well as to ensure that any emerging findings or options for a future grants scheme recognise and respond to the irrevocable socio-political changes which the pandemic appears to have accelerated, as well as the shorter-term but very significant impact on the local economy (see section 8).



3. Corporate Services Grants in numbers

This chapter provides an overview of awarded grants; an analysis of CSG funding (size and theme of grants and proportion of turnover from CSG funding); and a summary of other forms of Council funding for the VCS.

3.1 Introduction to the programme

Over the last four years, 2017-21, the Council has awarded a total of £9,561,455 to 29 recipient organisations under one of three themes: (1) Information and Advice; (2) Community Engagement; (3) Infrastructure Support and Capacity Building. Twenty-six of the 29 current recipients have been core-funded consistently for at least the last 10 years. In the most recent full year (2019/20), £2.4m was awarded to 29 VCS 29 organisations as follows.⁵:

Theme	Total Funding	No of Grants	Average grant
Information and Advice	£1,130,724	4	£282,621
Community Engagement	£ 967,523	21	£46,073
Infrastructure Support and Capacity Building	£ 305,082	4	£76,270
Totals:	£2,403m	29	

Grantees are required to have a strong connection to Kensington and Chelsea, with at least 60% of service users living, working, or studying in the area. The grantees also have to demonstrate that they are user-led or that they have ways of securing user involvement in their Committee/Trustee Board. The grants serve a variety of different needs, but many focus on providing services to alleviate poverty, advocacy and integration services for migrants, and wellbeing services for elderly people.

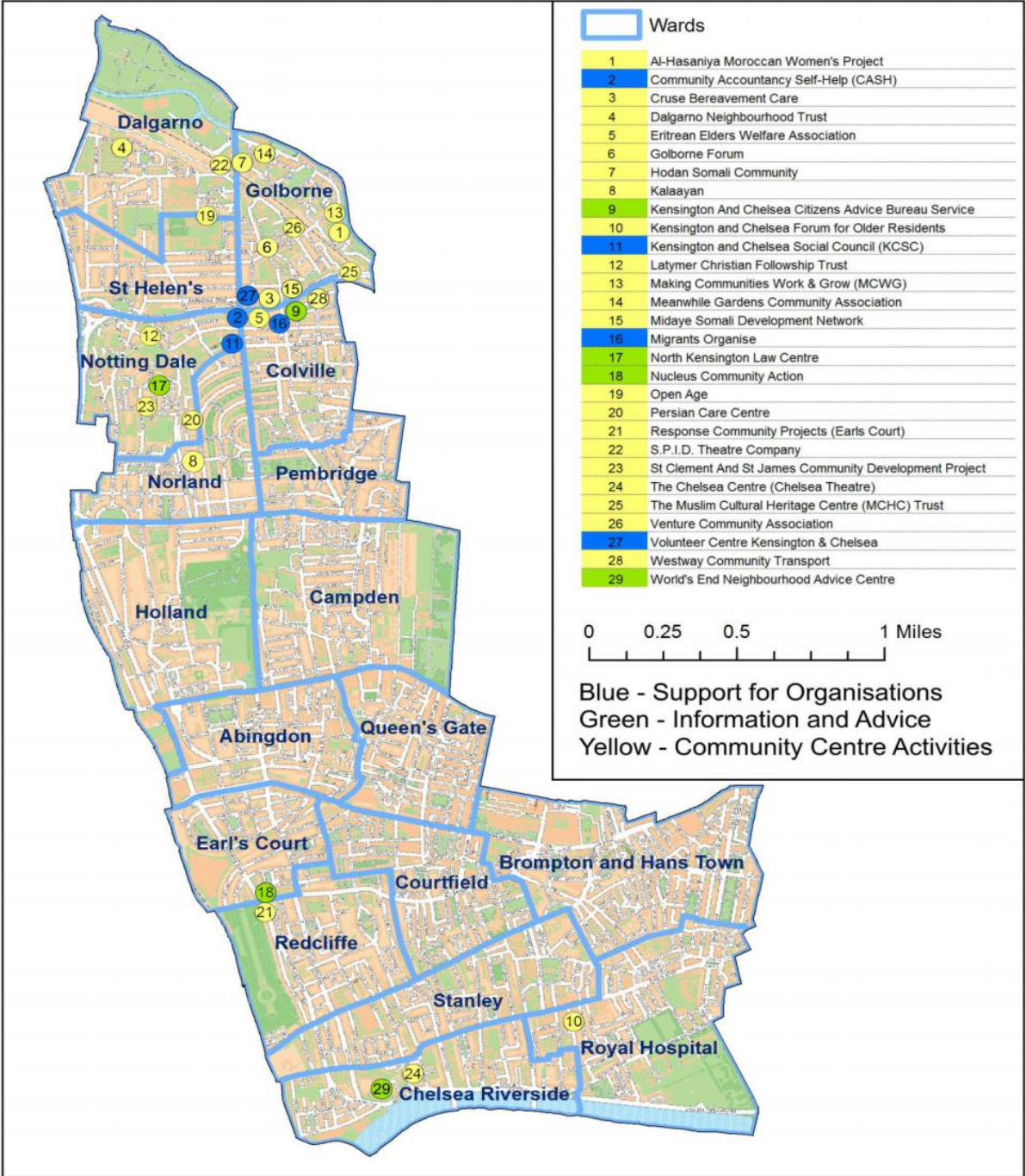
The following map⁶ shows the locations of the 29 CSG-funded organisations in K&C:

⁵ Royal Borough of Kensington and Chelsea, 'Corporate Services Grant Scheme': <https://www.rbkc.gov.uk/voluntary-and-partnerships/voluntary-and-community/funding-opportunities/corporate-services-grant>.

⁶ RBKC map of CSG-funded organisations <https://www.rbkc.gov.uk/voluntary-and-partnerships/voluntary-and-community/funding-opportunities/corporate-services-grant>



Voluntary Organisations funded through the Corporate Services Grants Programme in 2019-20





3.2 Overview of awarded grants

Theme 1: Information and advice

Organisation	Grant	Location (ward)
Kensington and Chelsea Citizens Advice Bureau Service	£697,139	Colville
North Kensington Law Centre	£63,597	Notting Dale
Nucleus Community Action	£219,538	Earl's Court
World's End Neighbourhood Advice Centre	£150,450	Chelsea Riverside

Theme 2: Community engagement

Organisation	Grant	Location (ward)
Al-Hasaniya Moroccan Women's Project	£75,103	Golborne
Cruse Bereavement Care	£6,367	Golborne
Dalgarno Neighbourhood Trust	£60,367	Dalgarno
Fifty Plus Aged Eritrean Welfare Association	£3,750	Colville
Golborne Forum	£6,120	Golborne
Hodan Somali Community	£22,236	Golborne
Kalayaan	£9,792	Norland
Kensington and Chelsea Forum for Older Residents	£14,000	Royal Hospital
Latymer Christian Fellowship Trust	£3,060	Notting Dale
Making Communities Work and Grow (MCWG)	£65,000	Golborne
Meanwhile Gardens Community Association	£63,750	Golborne
Midaye Somali Development Network	£17,850	Golborne
Open Age	£10,000	St Helen's
Persian Care Centre	£5,738	Notting Dale
Response Community Projects (Earl's Court)	£35,800	Redcliffe
SPID Theatre Company	£12,750	Dalgarno
St Clement and St James Community Development Project	£10,200	Notting Dale
The Chelsea Centre (Chelsea Theatre)	£264,630	Chelsea Riverside
The Muslim Cultural Heritage Centre (MCHC) Trust	£33,150	Golborne
Venture Community Association	£133,620	Golborne
Westway Community Transport	£114,240	Colville



Theme 3: Infrastructure, support and capacity building

Organisation	Grant	Location (ward)
Community Accountancy Self-Help	£30,804	Notting Dale
Kensington and Chelsea Social Council	£95,880	Notting Dale
Migrants Organise	£57,528	Colville
Volunteer Centre Kensington & Chelsea	£120,870	Golborne

3.3 CSG funding

Volume of grants

The analysis below is based on data on funding awarded between 2017 and 2019, during which time a total of £2.4 million per year was awarded. It covers 29 organisations including:

- 21 under the theme of Community Engagement (£967,523)
- 4 under the theme of Infrastructure, Support and Capacity Building (£305,082)
- 4 under the theme of Information and advice (£1,130,724).

72% of the total number of CSG scheme grants were awarded under the Community Engagement theme

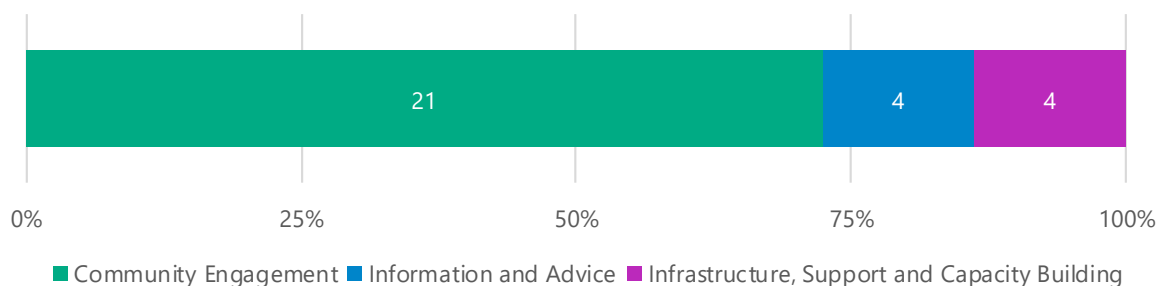


Figure 1: The proportion of grants awarded by grant theme

The following table shows the total funding provided to each CSG-funded organisation between 2017 and the present. The level of funding has remained largely constant since 2017:

Organisation name	2017-18	2018-19	2019-20	2020-21	Totals
Al-Hasaniya Moroccan Women's Project	£75,103	£75,103	£75,103	£76,605	£301,914
Community Accountancy Self-Help (CASH)	£30,804	£30,804	£30,804	£31,420	£123,832



Cruse Bereavement Care	£6,367	£6,367	£6,367	£6,494	£25,595
Dalgarno Neighbourhood Trust	£60,367	£60,367	£60,367	£61,574	£242,675
Eritrean Elders Welfare Association	£3,750	£3,750	£3,750	£3,825	£15,075
Golborne Forum	£6,120	£6,120	£6,120	£6,242	£24,602
Hodan Somali Community	£22,236	£22,236	£22,236	£22,681	£89,389
Kalaayan	£9,792	£9,792	£9,792	£9,988	£39,364
<i>KC Foundation*</i>	£20,000	£20,000	£20,000	£20,000	£80,000
Kensington And Chelsea Citizens Advice Bureau	£697,139	£697,139	£697,139	£711,082	£2,802,499
Kensington and Chelsea Forum for Older Residents	£14,000	£14,000	£14,000	£14,280	£56,280
K&C Social Council (KCSC)	£95,880	£95,880	£95,880	£97,798	£385,438
Latymer Christian Fellowship Trust	£3,060	£3,060	£3,060	£3,121	£12,301
Making Communities Work & Grow (MCWG)	£65,000	£65,000	£65,000	£66,300	£261,300
Meanwhile Gardens Community Association	£63,750	£63,750	£63,750	£65,025	£256,275
Midaye Somali Development Network	£17,850	£17,850	£17,850	£18,207	£71,757
Migrants Organise	£57,528	£57,528	£57,528	£58,679	£231,263
North Kensington Law Centre	£63,597	£63,597	£63,597	£64,869	£255,660
Nucleus Community Action	£219,538	£219,538	£219,538	£223,929	£882,543
Open Age	£10,000	£10,000	£10,000	£10,200	£40,200
Persian Care Centre	£5,738	£5,738	£5,738	£5,853	£23,067
Response Community Projects	£35,800	£35,800	£35,800	£36,516	£143,916
S.P.I.D. Theatre Company	£12,750	£12,750	£12,750	£13,005	£51,255
St Clement And St James Community Development Project	£10,200	£10,200	£10,200	£10,404	£41,004
The Chelsea Centre	£264,630	£264,630	£264,630	£89,995	£883,885
The Muslim Cultural Heritage Centre (MCHC) Trust	£33,150	£33,150	£33,150	£33,813	£133,263
Venture Community Association	£133,620	£133,620	£133,620	£136,292	£537,152
Volunteer Centre K&C	£120,870	£120,870	£120,870	£123,287	£485,897



Westway Community Transport	£114,240	£114,240	£114,240	£116,525	£459,245
World's End Neighbourhood Advice Centre	£150,450	£150,450	£150,450	£153,459	£604,809
Totals	£2,423,329	£2,423,329	£2,423,329	£2,291,468	£9,561,455

Size and theme of grants

Grants ranged in size from £3,060 to just under £700,000 and the average award size was £82,873:

34% of the organisations received between £25,000 and £99,000 in CSG grant funding

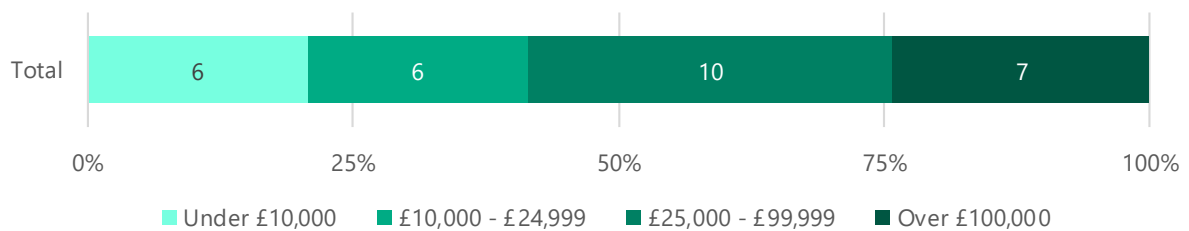


Figure 2: The proportion of grants awarded by grant size

When disaggregating grant size by grant theme, smaller grants (below £25,000) were all awarded to 'Community Engagement' projects, while the 6 of the 7 largest grants (over £100,000) were awarded to organisations offering 'Information and Advice' and 'Community Engagement' services:



While there was a wide range of grant sizes for Community Engagement projects, the other two themes were funded with mostly larger grants

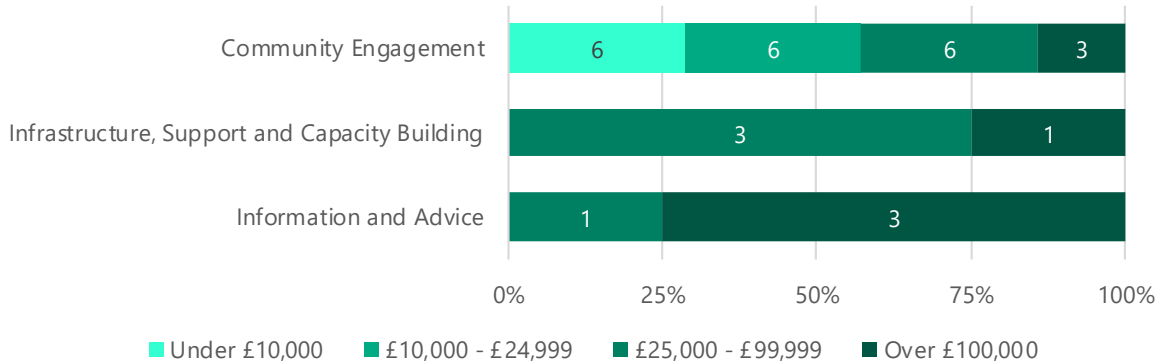


Figure 3: The proportion of grants awarded by grant size and grant theme

While almost three-quarters of all CSG scheme grants were awarded to organisations linked to the 'Community Engagement' theme (72%, n=21), almost half of **awarded funding** was for organisations working under the 'Information and Advice' theme:

Almost half of the overall funding is awarded to organisations providing Information and Advice

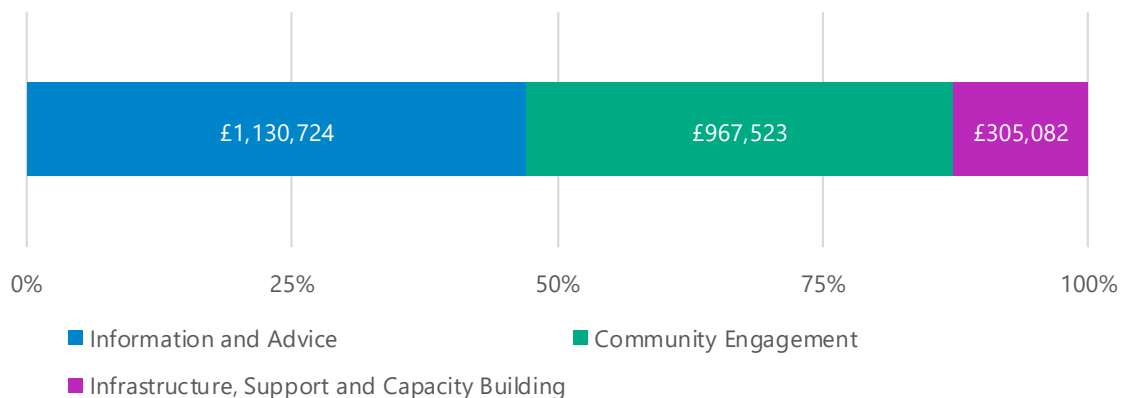


Figure 4: The proportion of overall funded granted by theme

The average amount of funding granted to 'Information and Advice' organisations (£282,621) is significantly higher than the other two themes (£76,270 for Infrastructure, Support and Capacity Building and £46,073 for Community Engagement). Even when the Citizens Advice Bureau (which accounts for £697,139) is taken out of the calculation, the average funding for Information and Advice projects is still significantly higher, at £144,528.



On average, the highest value grants are awarded to organisations providing Information and Advice

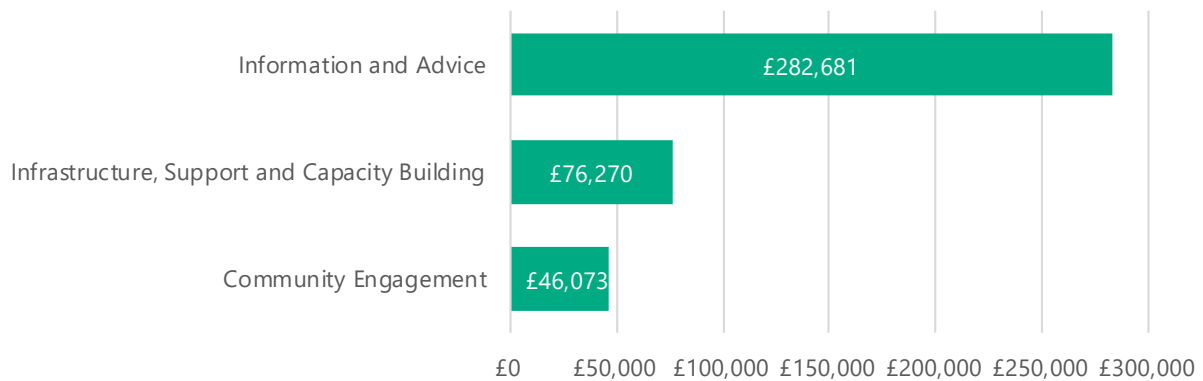


Figure 5: The average grant awarded by theme

Proportion of turnover funded by CSG scheme grants

Between 2016 and 2018, the proportion of recipient organisations' overall turnover from a Corporate Services Grant decreased on average from 27% to 18%. This now appears to have stabilised at just short of 20% on average.

The proportion of organisations' turnover funded by the Corporate Services Grant has decreased by nearly 30% since 2016

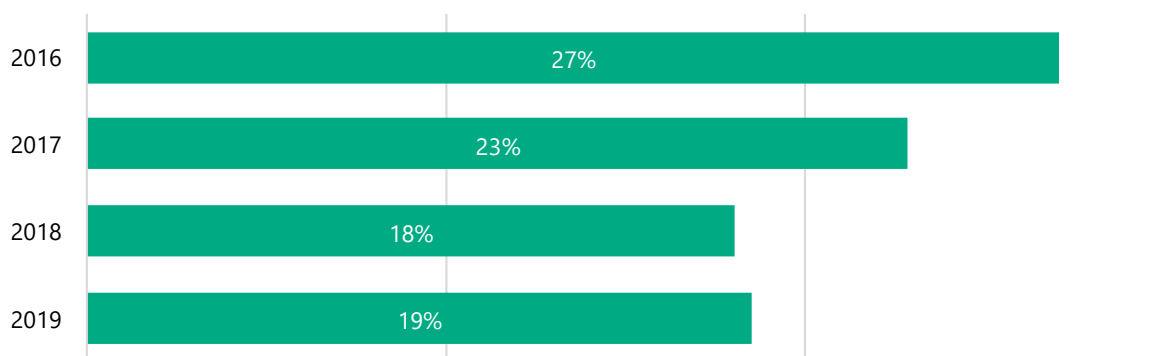


Figure 6: The proportion of organisations' turnover funded by the CSG grant by year

For the majority of organisations (n=16), the proportion of turnover from a CSG was less than 30%. However, for organisations receiving grants of over £100,000 – CSGs on average made up a larger proportion of their turnover - one organisation with a grant size of over £100,000 received over 70% of its turnover from CSG funding:

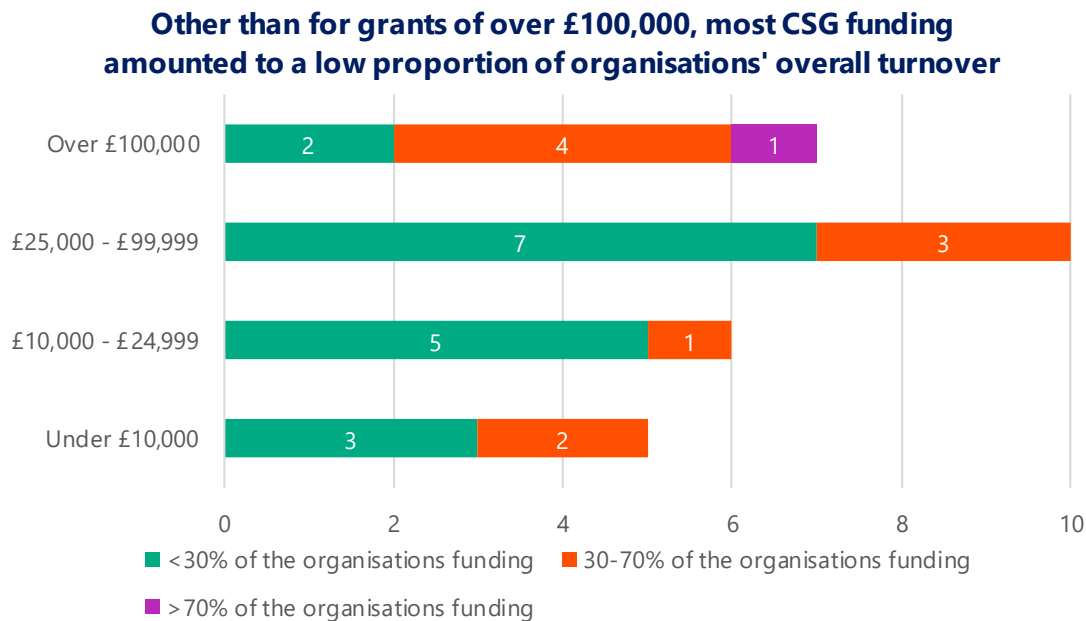


Figure 7: The proportion of CSG Grant in overall turnover by the size of the CSG grant

3.4 Other forms of funding directed to the VCS

As well as awarding funding through Corporate Services Grants which are managed by the Council's Community Engagement team, a range of other forms of financial support are provided by RBKC to local VCS organisations, including:

- **City Living, Local Life grants:** funding provided for residents to develop practical solutions that make their area a better place to live
- **Grenfell Projects Fund:** a grants programme to support communities affected by the Grenfell tragedy
- **Discretionary Rate Relief:** rate relief awarded to charities or to other not-for-profit organisations

Various forms of funding are also provided by the following RBKC departments:

- **Adult Learning:** Offering a range of opportunities to support residents to learn new skills or maintain their wellbeing
- **Arts and Culture:** Aiming to encourage, support and promote the development of a wide range of art forms including architecture, fashion, new media, film, public art, music and theatre



- **Community Safety:** Reducing crime, antisocial behaviour and increasing feelings of safety among residents, businesses and visitors
- **Public Health:** Working to improve and protect the health and wellbeing of residents and reduce health inequalities across the borough
- **Adult Social Care:** Developing good quality services for adults in the borough based on the current and future support needs of the community.

We estimate that Corporate Services Grants make up around 12% of the total Council funding going to the local voluntary and community sector in 2019/20. Of the total Council funding of VCS organisations, over **two-thirds was awarded in the form of contracts**, of which 72% was in the form of contracts to the value of just under £8m for Adult Social Care services.

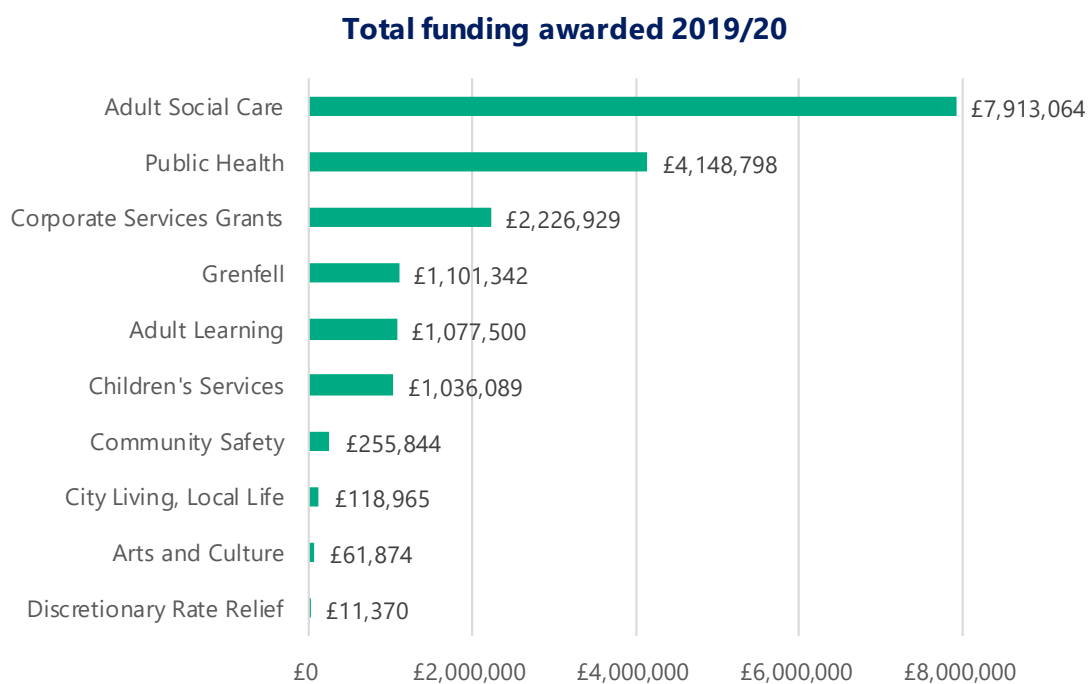


Figure 8: Total funding awarded by policy area/department

Five VCS organisations account for 70% of the total contract value awarded by Adult Social Care. These are all large London or national VCSOs:

Organisation	Contract amount
Octavia	£1,884,211
Turning Point	£1,473,979
Hestia	£1,031,000
Look Ahead	£801,319
MIND	£327,000



4. The impacts of CSG funding

This chapter outlines the ways in which CSG-funded organisations contribute to the Council's five strategic priorities and meet residents' needs. Section 3.3. includes mini case studies to illustrate funded organisations' impacts for individual residents.

4.1 Funded organisations' contribution to the Council's five strategic priorities

RBKC's five strategic priorities are outlined in the [Council Plan 2019 to 2023](#) as follows:





CSG-funded organisations were asked to which of the five Council priorities they felt their organisation most actively contributed. Funded organisations which responded to the CSG review survey **most frequently selected 'Supporting and safeguarding vulnerable residents'** (n=9/13, 69%), however organisations described contributing to all five priorities in various different ways:

4.1.1 Grenfell Recovery

CSG-funded organisations have been active in supporting Grenfell Recovery, for example:

- Developing a 'one-stop-shop' where anyone impacted by Grenfell could come and seek advice and assistance
- Supporting compensation applications, immigration documents and rehousing of residents
- Participating in a community archiving project about the disaster
- Providing yoga, counselling and art therapy for those impacted by the disaster
- Offering vehicles and staff to collect donations and support individuals to move to new accommodation when relocating
- Supporting K&C residents to participate in the Grenfell Inquiry.

Amongst the CSG-funded organisations, it was felt that the Council had understanding about the extra support needed for those impacted by the disaster and that other funders might not have the same level of understanding. While funded organisations described specific initiatives that were in place to contribute to Grenfell Recovery, they also highlighted that some of their activities have supported those impacted without needing to identify or label them as 'victims or survivors'.

4.1.2 A great place to live, work and learn

Funded organisations saw themselves as contributing to K&C being a great place to live, work and learn in the following ways:

- Providing volunteering opportunities which allow residents to benefit from increased social contact, establish a regular routine, develop confidence, and gain work experience
- Offering the London Living Wage to all employees and encouraging personal and professional development
- Premises being a 'friendly place' which residents enjoy visiting



- Providing education and training e.g. adult learning classes, homework clubs, one to one support and mentoring, ESOL courses.

4.1.3 Supporting and safeguarding vulnerable residents

A variety of services were outlined as part of funded-organisations' offer for vulnerable residents, for example:

- Reducing isolation through social activities
- Drug and alcohol support
- Advice and guidance e.g. relating to housing issues, homelessness, benefits, debt
- Working with the police and ambulance service to support their information campaigns
- Supporting older residents.

4.1.4 Healthy, clean and safe

Funded organisations contributed to the Council's aim for the borough to be healthy, clean and safe in the following ways:

- Offering free or low cost exercise classes for residents
- Organising safe transport for young people
- Using electric vehicles to address poor air quality
- Supporting people into work (with positive health outcomes associated with this)
- Providing fresh vegetables for elderly residents – those benefiting have provided feedback that they feel healthier
- Supporting public health initiatives e.g. Community Champions
- Offering activities to support residents' mental health.

4.1.5 A place of culture to visit and explore

Fewer organisations described contributing to K&C being a place of culture to visit and explore, however some examples were provided:

- Using arts and theatre facilities to deliver "empowering and engaging performances"
- Capturing and animating local history as a way of supporting community cohesion, inter-generational and multi-racial understanding
- Exploring ways to ensure K&C markets thrive.



4.2 CSG-funded organisations meeting local needs

In addition to impacts aligned with the five Council priorities, funded organisations described meeting local needs in the following ways:

- **Providing a central space** that acted as an on-the-ground hub within the communities they served:

"We exist as a public, free-to-access, civic space that sits in the middle of an economically deprived section of an otherwise wealthy area."

"We are a community hub that provides a safe, warm and welcoming place where people can build relationships and be loved and supported."

"We provide safe space for local BAME residents to access advice, support, training, ESOL and group activities as well as to organise their own activities."

- **Understanding and responding to local needs.** Organisations described understanding local needs through community engagement and meeting these through one-to-one advice and casework:

"We meet some needs directly - for example, with services targeting mental health recovery, addiction, physical and emotional wellbeing, skills development, employment support."

"Challenges presented by Universal Credit, lack of suitable, affordable housing, chronic debt issues are increasing. In addition, many local residents are faced with the uncertainty of their status following the exit of the UK from the EU. Our advice and casework service concentrates on these areas of local need."

- **Assisting other VCS organisations to meet local needs in K&C:**

"We support organisations which provide a wide range of activities and services to diverse communities and to residents of all ages in the borough. We are a central resource, to ensure that they operate effectively, legally and sustainably and are best-placed to provide activities and services that meet need."



"We meet some needs by supporting partners - building the capacity of other civil society organisations with skills development, policy and practice support, quality assurance and practice sharing."

CSG-funded organisations **most frequently supported older adults** (88%, n=15) and least frequently supported early years residents (35%, n=6).

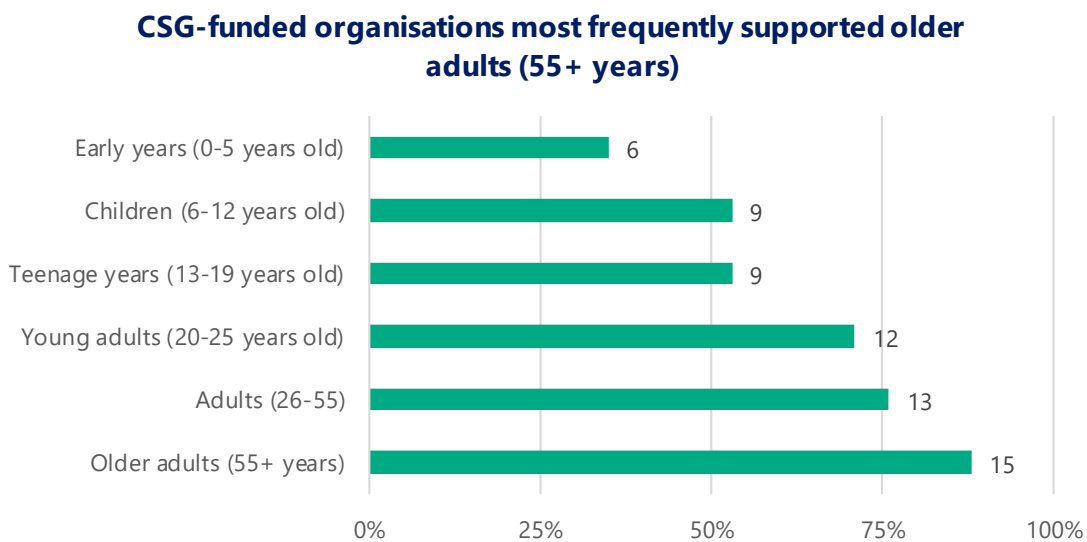


Figure 9: Analysis of Rocket Science survey for CSG-funded organisations (N=17)

They most frequently described their main activities as **supporting mental health and wellbeing:**



CSG-funded organisations most frequently stated their main activities supported mental health and wellbeing

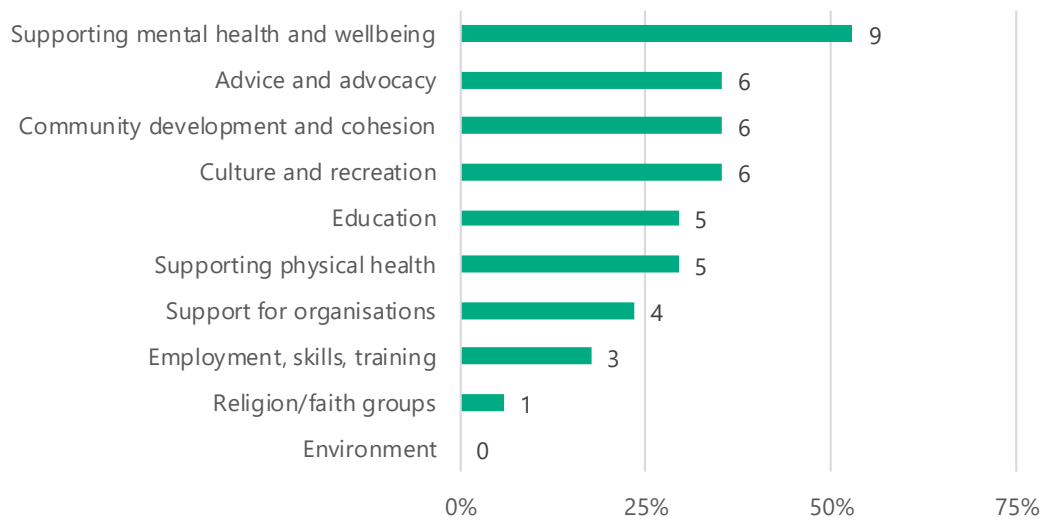


Figure 10 Analysis of Rocket Science survey of CSG-funded organisations (N=17)

4.3 Impact case studies

CSG-funded organisations used examples⁷ to illustrate the varied ways in which they support K&C residents:

Organisation	Impact case study
Volunteer Centre Kensington and Chelsea (VCKC)	R attended the first workshop with VCKC at St Charles in November, where she participated in exercises to identify the benefits of volunteering. After the workshop she signed up for a range of volunteering sessions including one off campaigning roles and supporting local food banks. From there, R built the confidence to approach new opportunities, and by the time she was close to leaving St Charles she had started job interviews. R has now been offered a new job role as a care assistant and is really excited to start new opportunities having recently moved on from hospital due to poor mental health.

⁷ Case studies provided in monitoring data



SPID Theatre Company	Mark is a local Kensal House resident. He volunteered for us supporting our Living history work. He became more confident and better at communicating. His daughter comes to our sessions and the young people suggested he work with them sharing his experience as a performance poet. We now pay him to deliver regular sessions developing young peoples' performance poetry skills.
Hodan Somali Community	Mrs X is 83 years old and has mobility difficulties and lives alone. Mrs X contacted us about high water bills she had been paying to Thames Water Company. She brought with her correspondence from Thames Water Company. We advocated for her and explained to the water supplier that she lives on her own and is rarely at home as she frequently visits her daughter's house and we convinced them that best option for her is to install a water meter in her flat to correctly bill her the exact amount of water she uses and this will be fair to her present situation.

5. Council funding for the VCS

This chapter outlines the perceived importance of core funding for CSG funded and non-funded voluntary and community sector organisations. It explores the circumstances in which grant funding is seen to be an effective way to support the sector, as an alternative, or to complement the commissioning of services. It also covers the views expressed by non-funded VCS organisations on the CSG programme and other forms of Council funding.

5.1 Importance of core funding

Core funding supports VCS organisations' essential functions e.g. IT, finance, senior management salaries, or any other spending that is not specific to a project⁸.

⁸<https://www.phf.org.uk/wp-content/uploads/2019/10/Core-funding-Findings-from-the-Youth-Fund-evaluation.pdf>
<https://www.ivar.org.uk/our-research/core-funding/>



Amongst surveyed funded organisations, core funding was most frequently seen to enable them to do the following:

- Secure further or match funding
- Respond to residents' needs in times of crisis (eg after Grenfell)
- Innovate and develop their service offer.

During interviews, **CSG-funded organisations often described using CSG-funding to “keep the lights on” and keep their doors open to residents.**

Both funded and non-funded VCS organisations saw the funding of core costs as ‘very important’. Amongst the 13 funded organisations who provided a survey response to the question ‘How important is RBKC’s funding of core costs for your organisation?’, all 13 selected ‘very important’. This finding largely echoed the wider sector, where 78% (n=21/27) stated that the funding of core costs would be ‘very important’ for their organisation.

VCS organisations (including those funded and not funded through the CSG programme) described needing core funding to deliver safe and effective services for K&C residents. The need to secure project funding has pressured some organisations to have to invent new initiatives rather than strengthen what has already been established as effective:

“Without funding for core costs, our organisation could not operate. Project funding forces us to invent new pieces of work, instead of sustaining established and proven areas of work.”

Non-funded organisation

“The core costs [funding] enables us to keep the doors open. If we lost that it would change the model of what we do entirely. I don’t see how we could lose this funding and also provide a complete service.”

CSG-funded organisation

“Our organisation has to respond to numerous governance aspects and be run in a professional, effective and safe way. We need to ensure that we are legally compliant, and that staff receive effective support and supervision in their roles. We simply could not deliver effective or safe services if we did not have core costs covered.”

Non-funded organisation

Despite its importance, core funding was seen as comparatively rare in contrast to project funding:

“It is harder to obtain funding for core costs, but this is essential for a well-managed charity.”

Non-funded organisation



"The flexibility [of CSG funding] is fantastic, lots of funders aren't interested in your overheads, our overheads are quite high."

CSG-funded organisation

Where organisations are required to use project funding to cover core costs, there have been concerns around project delivery being negatively impacted:

"Funding core costs is a key element of development, growth and sustainability of our work. Without it we are always struggling to apportion project funding into core cost element, that leads to under performance."

Non-funded organisation

"When you have your core costs covered, you do not have the constant worry around the delivery of your projects being interrupted or negatively impacted."

Non-funded organisation

Having core costs covered supports organisations to develop longer term plans, think ahead and develop as an organisation. This includes being able to invest in the training and development of staff, volunteers and trustees:

"Having the core costs covered secures the workforce, better and clear vision, long term."

Non-funded organisation

"I spend 70% of my time fundraising. If my core costs are covered, I can innovate. It is about moving the borough forward."

Non-funded organisation

"[When receiving core funding] You can develop new staff, you seek further funding, you extend your current services and you can test things."

CSG-funded organisation

"[Core funding] leads to wider leadership benefits and outward looking organisations, we can look at issues which aren't urgent but are important such as making sure the trustees are skilled and have the information needed to make sensible and strategic decisions".

CSG-funded organisation



5.2 Grant funding and commissioning of services

VCS organisations, Council Officers and Councillors had varied views on the types of activities and organisations that should ideally receive Council grant funding. Overall, it was recognised that commissioning **and** grant-making can more effectively be used alongside one another to support and strengthen the sector. The respective advantages of grant funding and commissioning have been outlined by consultees as follows:

Advantages of grant funding	Advantages of commissioning
<ul style="list-style-type: none">• Grant application processes are seen to be less intimidating in contrast to bidding for Council contracts. This is particularly important for smaller organisations who do not have the staff capacity to bid for contracts• Grants can be an effective way to support innovation and the development of new services e.g. smaller grants to fund pilots• Grant-funded organisations can be flexible to respond to residents' needs as and when they arise (as required during Covid-19)• Grants are seen to be less 'bureaucratic' and funds can be released quickly in comparison to commissioning processes	<ul style="list-style-type: none">• The Council and VCS organisations often work more collaboratively around the delivery of contracts (through collaborative commissioning)• The Council has a clearer sense of which services will be provided to which beneficiaries across the borough which can support overall planning• The Council is in a stronger position to hold VCS organisations to account in their delivery• Contracts are useful in ensuring appropriate safeguarding and governance arrangements are in place• If the contract covers delivery over several years, VCS organisations do not have repeatedly to apply for funding

Amongst CSG-funded organisations, there were varied levels of apprehension about moving towards commissioning arrangements – some smaller organisations felt they would not be well-equipped to bid for and maintain contracts. Grant funding was associated with flexibility to respond to local needs in 'real time' rather than deliver a fixed set of services:

"I feel that the grants programme has a higher level of flexibility.... There is a lot more paperwork involved with the commissioning of services, particularly in applying for the contracts. When Children and Families Services were commissioning, smaller organisations had to make the decision not to apply because they couldn't cope with the level of bureaucracy involved."

CSG-funded organisation



"We wouldn't do commissioned services. We can't. I get the impression with commissioning that the Council says 'we want X, can you do it for Y price?'. We're a small community led organisation, so our way of operating has always been to be responsive to local needs and most of our activities respond to people's requests or suggestions. Our model is bottom up."
CSG-funded organisation

Others felt that there were not inherent differences between grant funding and commissioning arrangements as grant funding was often attached to certain conditions:

[When asked about the implications for their organisation if they were to deliver commissioned services as an alternative to receiving grant funding] *"It depends on the commissioning model. Right now, our core grant has quite a few conditions and I do a monthly report. It feels like commissioning!"*
CSG-funded organisation

CSG-funded organisations emphasised that commissioning could lead to organisations "cherry-picking easier cases" to fulfil contract requirements, rather than having an open service that takes on individual cases based on need. There were concerns that organisations which are more "commercially minded" might win contracts even though they are less effective in their delivery.

Council Officers acknowledged the benefits of grant funding and demonstrated understanding of VCS organisations' concerns about entering into contractual arrangements. It was felt that more could be done to implement "collaborative commissioning" to support organisations to bid for and deliver on contracts and that contracts do not need to be "rigid":

"The due diligence involved in commissioning can be daunting for organisations. We have tried to listen to organisations to design the programme to include SME organisations and ensure that CSR is at the heart of it through ethical sourcing."
Council Officer

"With commissioned projects we do monitoring and visits. We are actively engaged with the organisation to make sure they can deliver... When you have a commissioned contract, it is the Council's responsibility, it gives you license to be involved with them and help them more. I prefer commissioned contracts – they make it really clear what the parameters are, you can have co-designed contracts or fluid contracts, it doesn't need to be a rigid agreement."
Council Officer



One officer was keen to limit the size and duration of grant funding – it was felt grants should be used to pilot new initiatives and that once established as effective, the Council should move to a commissioning arrangement with the provider:

"I value grants as a way to pilot local initiatives - very small, targeted and time limited to see how to build them into a commissioning programme... Grants [should be] kept at a very small level and exclude bigger organisations, if organisations are above a certain level of earning, we shouldn't consider them as needing a grant."

Council Officer

5.3 Views of the VCS on Council funding and support

VCS organisations which had not been funded through the CSG programme felt that it could be **hard to find information about the various types of available Council funding**, including the CSG programme:

"As a small organisation with no fundraisers, it confuses me that there are big pots that RBKC have, we don't know the details."

Non-funded VCS organisation

"My impression of the CSG fund is that it is quite opaque, I find it hard to find information about it. When I saw who was funded, it felt like a random list."

Non-funded VCS organisation

"There are so many pots of funding and they seem to be presented in different ways from different departments – that's part of the issue."

Non-funded VCS organisation

To address this lack of clarity, VCS organisations expressed a desire for information about grant funding to be made accessible, including the size of grants, which organisations can apply and the types of activities that would be funded.

The CSG programme was seen to not have a clear set of aims or be directed at particular types of organisations. Some VCS consultees felt that it was **unfair that the same organisations were repeatedly receiving funding, while others were not encouraged to apply**:

"My impression is that there is a culture where the same organisations are being paid over and over again. There are some very large grants there." Non-funded VCS organisation



"There is a culture where one random grant for this year rolls on for a number of years, it gives stability but does not let other groups apply."

Non-funded VCS organisation

Across VCS consultees, a recurring theme was the need for Council Officers and commissioners to **develop open lines of communication and stronger relationships with the sector.**

When making funding decisions, it was felt that Council representatives should invest time in visiting organisations and understanding their services' offers:

"Commissioners need to go and visit organisations regularly... We used to have quarterly meetings with commissioners and could pick up the phone and ask questions."

Non-funded VCS organisation

"Funders can see organisations who have doors that are open all the time. You can see from walking around and driving around who is doing what... there needs to be more practical work [done by Council representatives e.g.] attending local meetings and hearing directly from grassroots organisations."

Non-funded VCS organisation

"If the council wants to fund any organisation – more time needs to be spent visiting organisations. You can pick up so much in an hour that we would never be able to explain in an application. You can see where there is value for money – [there can be] low energy in Council funded organisations."

Non-funded VCS organisation

A benefit of improved relationships is better understanding around suitable target outcomes for VCS organisations. Consulted organisations described that they often provide early intervention services that prevent issues from worsening, but that this type of work could not easily be captured when recording project-focused outcomes. One VCS representative described choosing not to bid for Council funding because it was felt that desired outcomes were not appropriate for their service:

"The outcomes that are asked for mean that we have to skew what we do in ways that are not helpful for our members. Lots of people aren't going to get better, they are going to get worse or die. Often, we can't show that people aren't going to get a job. We live in a real world with real people, we would rather not have the funding."

Non-funded VCS organisation

6. Non-funding support for the VCS



Voluntary and Community Sector organisations outlined a range of non-funding support that the Council could provide to strengthen the sector. This included access to premises or meeting spaces; the collection and circulation of information about VCS organisations; access to training, specialist advice or commissioned research; opportunities for networking and collaboration; and connecting local volunteers to VCS organisations. The following graphs show the importance of various support for **CSG-funded** and **non-funded** organisations:

After grant funding, CSG-funded organisations most frequently felt access to premises or meeting spaces was 'very important'

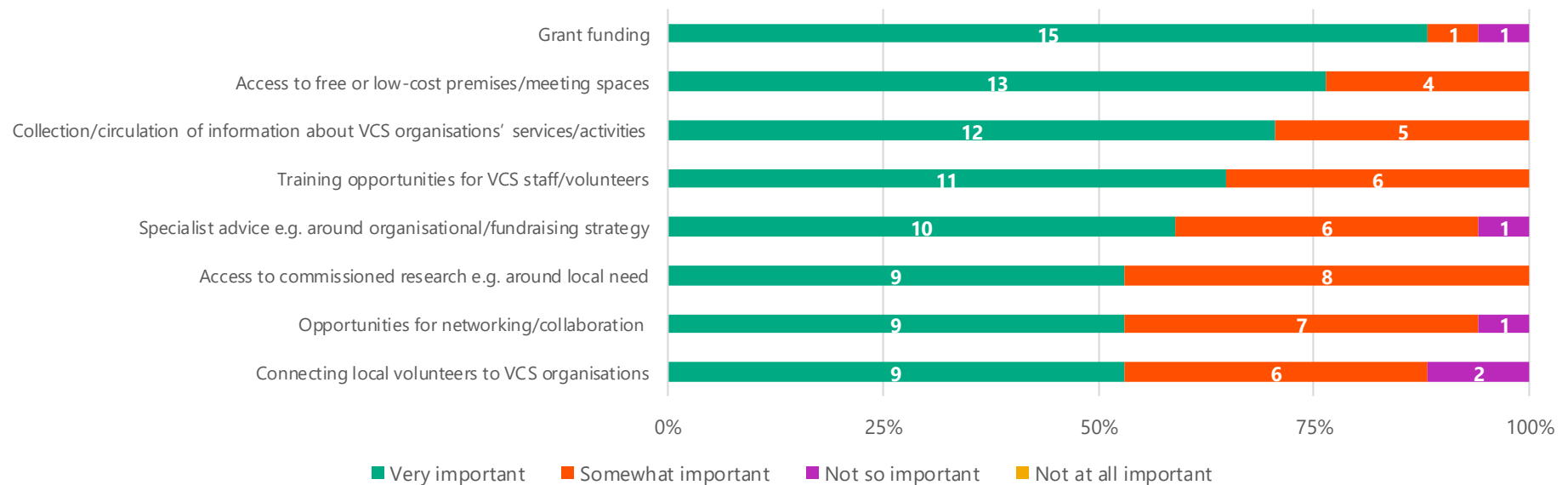


Figure 11: CSG-funded organisation survey – importance of forms of Council support



After grant funding, non-funded VCS organisations also most frequently felt access to premises or meeting spaces was 'very important'

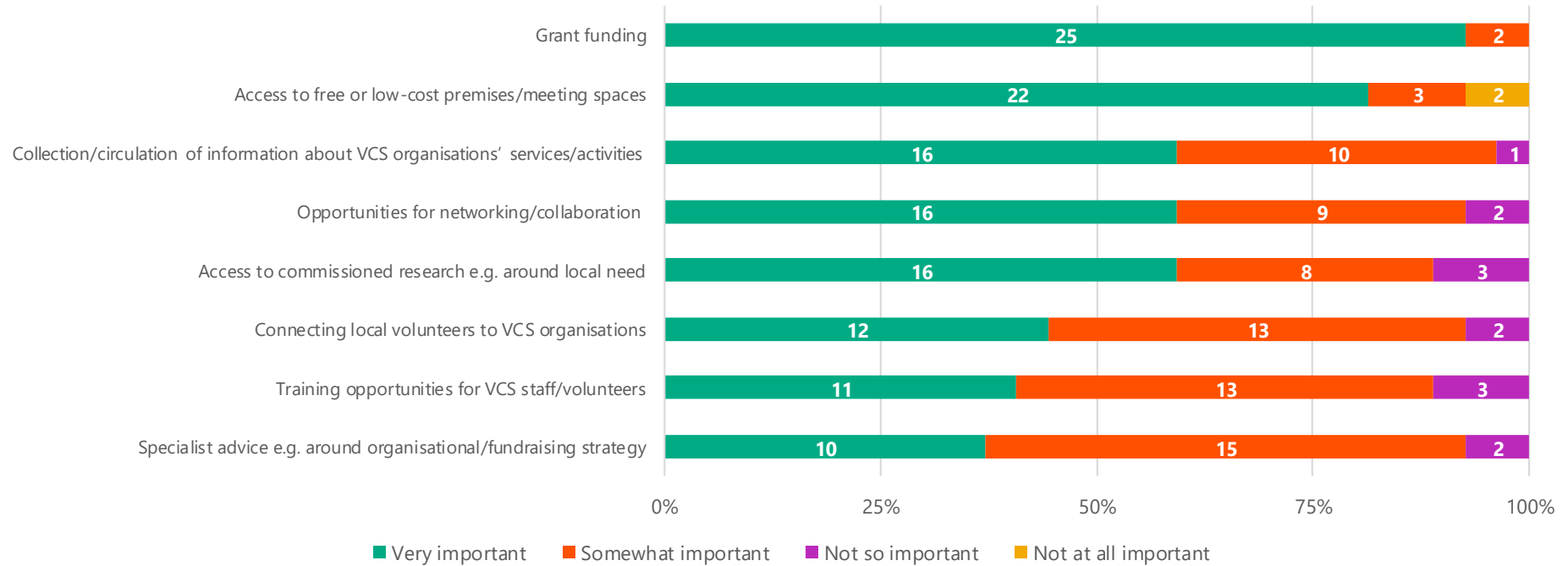


Figure 12: Non-funded VCS organisation survey – Importance of forms of Council support

Amongst both funded and non-funded VCS organisations, access to free or low-cost premises or meeting spaces was identified as very important, alongside the collection and circulation of information about VCS organisations' services and activities. The collection and circulation of up to date information is particularly important during Covid-19 as new services have emerged and others have been paused which can create challenges when organisations look to signpost residents to one another.



VCS organisations suggested the following ways in which the Council could improve its support for the sector in K&C:

6.1 Access to low-cost premises and meeting spaces

VCS organisations recognised the high costs associated with renting premises for their day-to-day operation and for the provision of activities e.g. weekly classes for residents. There was a perception that the Council owns properties which could be offered to VCS organisations at a subsidised rate. It was felt that this provision would reduce costs for the Council in the long term, as VCS organisations provide services which prevent issues from escalating and requiring more intensive support later (e.g. early access to mental health support, or addressing debts before they accumulate).

"Space is an issue, there are Council buildings that have been empty – the Council should consult the community about what can go in there. Since Grenfell the Council have backed off from property development plans which is good."

CSG-funded organisation

[When asked how the Council can support the sector:] *"Premises! In other councils there are community hubs e.g. in Camden. Then there is only one receptionist, one reception space. Your client can come to a one stop shop – not being passed pillar to post."*

CSG-funded organisation

"Premises is the biggest and hardest part. It stops us from operating effectively. Our activity room is upstairs and very difficult to access. There's no relaxed drop in space, there's no hub."

CSG-funded organisation

[During Covid-19 there is a need for] *"covered outdoor areas to socially distance in the north of the borough."*

Non-funded organisation

6.2 Information about VCS organisations' offer

Various Council departments are seen as having a wealth of information about the types of VCS organisations that operate in the borough and the services that they offer to residents. Amongst those consulted during the CSG Review, it was felt that the Council could do more to consolidate the information that it has about organisations and distribute this amongst the sector to improve signposting, avoid duplication and support service development:



"You [the Council] have all this data and it's an amazing resource, use it to drive it [the VCS] forward. Reporting back to the organisations – saying what other organisations are doing, and saying can you address this need?"

Non-funded VCS organisation

6.3 Access to training, specialist advice or commissioned research

VCS organisations voiced a need for specialist advice, training, and research. As organisations often face comparable challenges and require similar structures and processes, it was felt that the Council could fund or directly provide training, templates and advice to multiple organisations simultaneously:

"There is a missed opportunity to do joint training across organisations, this would help to develop networks."

Non-funded VCS organisation

"Commissioners used to come out and say to us – 'this is what you will need' and offer a template. [They would provide] policies and templates, [e.g.] how to set yourself up if you were planning a trip."

Non-funded VCS organisation

VCS organisations sought training and advice around the following areas:

- First aid
- Safeguarding
- Writing funding bids
- Human resources
- Monitoring and evaluation
- Legal advice
- Food safety
- Planning trips or away days
- Data protection
- Digital strategy
- Financial procedures
- Volunteer strategy.

Being able to 'turn to' someone within the Council who is knowledgeable was seen as highly valuable, for example one organisation described an issue that ended up escalating and that this escalation could have been prevented if they were able to access advice early on.

"It would be helpful if they could provide free or low-cost advice around HR, legal, premises etc. It's about having places you can turn to."

CSG-funded organisation



It was recognised that the Council does fund organisations which provide training and advice:

"I don't know if they [the Council] do provide training but they do fund the K&C Social Council and they provide free training – my colleague just went on a half day workshop about monitoring and evaluation... the Social Council are open to what organisations need."
CSG-funded organisation

6.4 Opportunities for networking and collaboration

Opportunities to meet representatives from other VCS organisations to share knowledge, ideas and experience were valued for several reasons including:

- Improving signposting and referral processes
- Sharing resources and professional skills e.g. one fundraiser working across organisations
- Avoiding duplication and providing services which complement one another
- Sharing office premises and meeting spaces
- Filling gaps in services for residents.

While opportunities to network were valued, it was felt to be important that the Council does not hold 'forums for forum's sake' and ensures that VCS organisations are active partners in shaping policy (see [Chapter 6](#) below).

6.5 Supporting volunteering

The importance of volunteers for the day-to-day operation of VCS organisations was emphasised and it was felt that a digital hub could be used to share information about volunteering opportunities:

"A lot of the work at the [organisation] is volunteers. In everything we do we have volunteers."

CSG-funded organisation

"We couldn't run our affairs without our volunteers. We are volunteer-run."

CSG-funded organisation

"A digital hub for sharing resources such as volunteer opportunities... could be helpful."

Non-funded organisation



Beyond the benefits for organisations, volunteers themselves describe appreciating opportunities to support their local communities:

"Volunteers have told us they come because they like the social aspect and a regular routine. Some have learning disabilities or mental health issues, finding permanent work might not be so easy for them, we provide that work routine and break down feelings of isolation."

CSG-funded organisation

Covid-19 demonstrated the ways in which residents can mobilise to provide food and other essentials to their neighbours. Amongst Council representatives, it was felt that the effective coordination and mobilisation of volunteers could support hyper-local initiatives and be a route for information to be circulated in communities:

"I think what we see [during Covid-19] is the tremendous amount of good will in society, Grenfell did as well - it is clear to me, here is a big resource. With most of the volunteers, we haven't found a way to use them... we could do creative things with volunteers [e.g. having] street champions... [that could] engage in micro-projects like clearing rubbish or working on a bike shed or garden on a street... They would be brilliant to get messages out at a street level."

Council Officer



7. Enabling a cohesive and coordinated sector

The Review explored how VCS organisations can most effectively work with one another and with the Council. Organisations described a wide variety of ways in which they currently collaborate and provided suggestions for how the Council could support this. While there were good examples of cooperation between Council departments and the VCS, it was felt that this could be strengthened through improved lines of communication, processes for community engagement and co-production.

7.1 Collaboration and coordination between VCS organisations

Surveyed VCS organisations most frequently stated that they 'regularly' work in partnership with other VCS organisations:

Over half of CSG-funded and non-funded organisations stated that they regularly work in partnership with other organisations

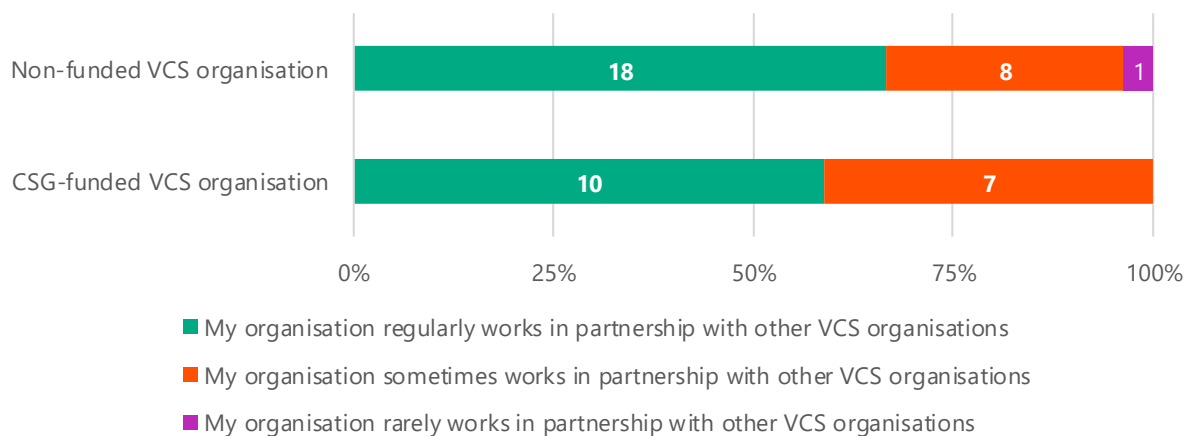


Figure 13 Frequency of partnership working – Funded and non-funded organisation surveys

Organisations most frequently made referrals and signposted to one another; and engaged in informal networking:



Over 80% of CSG-funded and non-funded organisations made referrals/signpost to one another and engaged in informal networking

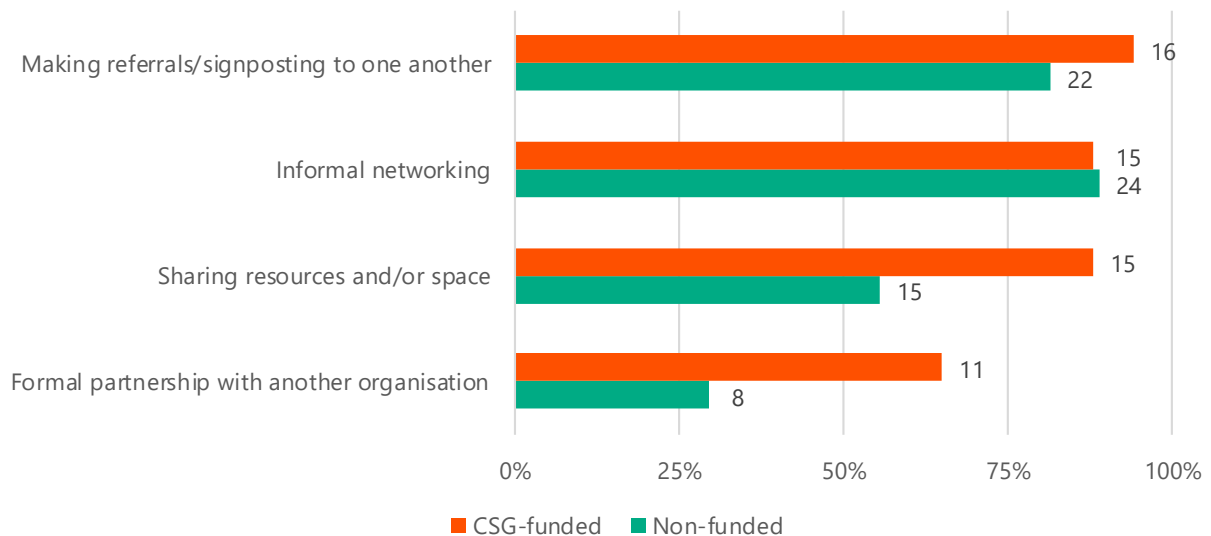


Figure 14 Types of partnership working – Funded and non-funded organisation surveys

Several **benefits of partnership working** were described including:

- Providing more holistic support to residents (i.e. organisations each providing different types of support depending on their expertise)
- Sharing premises and thus reducing costs
- Improving referral and signposting processes
- Effectively using one another's capacity and skills (e.g. access to language skills)
- Smaller organisations coming together in consortia to have a stronger voice
- Collectively bidding for funding.

7.2 Supporting partnership working

The Council was recognised for supporting partnership working through e.g. arranging events and funding organisations which bring VCS organisations in the borough together to collaborate:

"The Council encourage partnership working, sometimes it is a question on grants application forms... The K&C Social Council run a number of different forums. The Council does an annual event. I like those events and meeting other organisations."



CSG-funded organisation

"When you have forced collaboration it tends to collapse, it is about creating the time and the space, the Social Council does that kind of thing – bringing organisations together."

CSG-funded organisation

"Grenfell showed the strength of the voluntary sector. We've been long-term supporting the VCS. They look like this because we invest in our population and the ecosystem. It's the end product of long-term investment."

CSG-funded organisation

Partnership working and collaboration can be strengthened by the Council through the following initiatives:

- Ensuring that meetings and forums lead to tangible actions
- Continuing to organise networking events such as the Voluntary Sector Conference
- Encouraging various Council departments to understand the value of the sector leading to increased engagement and collaboration
- Continuing to fund organisations such as the Social Council which enable collaboration.

7.3 Involvement of K&C residents in shaping services

All CSG-funded organisations stated that those who access their services have had the opportunity to shape them. This has been achieved through:

- **Gathering feedback and evaluating services** – e.g. using surveys, service user forums, feedback boxes; and commissioning external evaluators
- **Recruiting local Trustees** – including those who have previously accessed or currently access services
- **Implementing service user-led delivery**
- **Co-production** (see below).

7.4 Co-production

The CSG Programme Review has highlighted the importance of VCS organisations as an intermediary between the Council and K&C residents. VCS organisations articulated their



value in providing the Council with an accurate and up-to-date picture of residents' needs and circumstances. Rather than the Council creating policy and *then* seeking residents' views, VCS organisations highlighted a need for co-production:

"We believe that the transference of some of the power held by RBKC to local people, giving them more direct control over their lives and the place they live, can ensure meaningful change takes place... Applying co-production methodologies which are invested in through money and time will provide us with the opportunity to learn and improve as we go along."
BVOAG representatives⁹

It was stressed that co-production requires involving residents in the co-production of the Council's vision i.e. working together to set Council priorities and making shared decisions about how to use resources.

8. Impacts of Covid-19 on the VCS

The Covid-19 pandemic has demonstrated the different ways in which VCS organisations can quickly and dynamically respond to community needs. While the VCS is under pressure to adapt services and meet residents' needs, this time presents new opportunities for RBKC to work closely with the sector.

8.1 Transmission of Covid-19

K&C was in the top decile of all local authorities in England for the proportion of deaths in the first six months of 2020 involving Covid-19.¹⁰ This may have been influenced by the borough ranking in the top decile of all local authorities for population density and number of properties that were over-occupied as having more people in one place increases the risk of transmission of Covid-19. Additionally, the borough was ranked in the second decile of all local authorities for the average number of rough sleepers per 100,000 residents and households assessed as homeless or threatened with homelessness per 1,000. These factors can also increase the risk of transmission of Covid-19 due to associated issues with being able to self-isolate.¹¹

⁹ Borough Voluntary Organisation Advisory Group (BVOAG), July 2020 – 'Putting co-production at the heart of what we do'

¹⁰ All statistics in section 7.1 from: <https://www.ifs.org.uk/research/local-dashboard>

¹¹ <https://www.homeless.org.uk/connect/blogs/2020/mar/05/covid-19-coronavirus-outbreak>



8.2 Labour market

Employment

In July 2020, Kensington and Chelsea had a lower take-up rate of the government furlough scheme (24%) than both the London and England averages (both 30%).¹² This trend was also apparent in June as K&C had a take up rate of 20% compared to London and England averages of 25%.¹³ Regarding sectors of employment, K&C has a greater percentage of employee jobs in human health and social work activities; wholesale and retail trade; and accommodation and food service activities when compared with London as a whole¹⁴:

Sector	% of total employee jobs (K&C)	% of total employee jobs (London)
Human health and social work activities	13%	10.3%
Wholesale and retail trade	17.4%	12%
Accommodation and food service activities	14.5%	8.4%

Owing to social distancing requirements, workers in wholesale and retail trade and accommodation and food service activities may experience higher levels of redundancies once the furlough scheme ends. Workers in the human health and social work activities sector have been heavily impacted by the pandemic. Workers in this sector who have health conditions that make them more at risk of Covid-19 may not be able to go to work; even if they are receiving financial support, being out of employment may have a long term impact on their ability to return to work. Health and social care is the only sector that has consistently had a high level of job vacancies throughout the pandemic, demonstrating that the demand for these services has increased.

Self-employment

The borough was ranked in the top decile across the country for the proportion of adults who are self-employed.¹⁵ However, there was only a 62% take up of the government self-employment income support scheme compared to the London and England average of 75%

¹² <https://www.gov.uk/government/statistics/coronavirus-job-retention-scheme-statistics-july-2020>

¹³ <https://www.gov.uk/government/statistics/coronavirus-job-retention-scheme-statistics-june-2020>

¹⁴ <https://www.nomisweb.co.uk/reports/lmp/la/1946157252/report.aspx?town=kensington>

¹⁵ <https://www.ifs.org.uk/research/local-dashboard>



which suggests there is a population of self-employed people in K&C who are not receiving statutory self-employment support.¹⁶ There may be a small proportion of self-employed workers who do not need support in Kensington and Chelsea, however for most people who have not accessed this support it seems as if it is because they do not know how to access it.

Unemployment and Universal Credit

Covid-19 has resulted in a national increase in the number of people on universal credit, however K&C has a rate below both the London and England averages. Of the population who are 16-65, 9% are on universal credit in K&C, compared to 14% in London and 13% in England.¹⁷

8.3 K&C's VCS response to Covid-19

The local charity density in K&C is 1.92 per 1000 people, higher than both the London average (1.27 per 1000 people) and the England average (1.96 per 1000 people).¹⁸ According to data from GoodSAM on the number of volunteers, referrals and tasks (an activity completed by a volunteer) across London, K&C had over four times as many volunteer tasks (40.47 per 1000 people) than the London average (8.65 per 1000 people).¹⁹ This is despite having almost the same number of volunteers per 1000 people as the London average (10.67 and 10.95 respectively) meaning that the same number of volunteers have completed more tasks. With concerns about a second wave of Covid-19, it will be important to consider how best to utilise volunteers in K&C.

Non-funded VCS organisations described the mobilisation of the sector as follows:

"During the first week of Covid there was lots of panic, knowing people were dying, people were infected - local groups came together and were reaching out to other organisations, providing hot food and shopping for families that were shielding." Non-funded VCSO

"In some ways, the initial lockdown period brought us together, we met more often online. We have had to be quite innovative and supportive of one another. The need [amongst residents] seems even bigger now, Covid has exacerbated issues that were already there."

¹⁶ <https://www.gov.uk/government/statistics/self-employment-income-support-scheme-statistics-june-2020>

¹⁷ <https://stat-xplore.dwp.gov.uk/webapi/jsf/login.xhtml>

¹⁸ <https://www.thinknpc.org/resource-hub/update-interactive-covid-19-data-for-charities-and-funders/>

¹⁹ All statistics in section 7.3 from data collated from GoodSAM volunteering app



Non-funded VCS organisation

While demand for support is likely to increase in the coming months, VCS organisations are concerned that their usual sources of income are under threat, for example, through their not being able to raise funds from hosting events.

Council representatives described working with the VCS to plan responses to the pandemic and adopting a flexible approach as funders in acknowledging that usual service delivery would need to be adjusted:

"I hope it [Covid-19] will have a lasting impact. The really interesting thing is that with providers we were funding, we said 'ignore your contract, let's work together to figure out alternative services' – it was a departure from the contractual arrangement. I would like to think that flexibility and forward-thinking approach would remain."

Council Officer



9. Conclusions – six to fix?

Strategic vision and purpose of a Corporate Services Grant programme

The review discerned a lack of clarity about the purpose of the CSG programme including the types of organisations and activities which are funded, and the reasons why? The consistency of the Borough's CSG funding has been particularly welcome by recipient VCSOs, as has the support of the Council's Community Engagement Team which oversees the Programme, although in recent years one-year programme grant extensions have created an element of uncertainty. However, a downside of this degree of continuity has been an element of drift and lack of direction that have crept into the programme. Most of the current 29 grant recipients (as well as Council officers) commented that the programme needs redesigning, if not repurposing.

- (1) The Council, working in collaboration with the sector, might choose to **define clearer, strategic objectives and themes for the programme as part of a wider-ranging review of its relationship with the voluntary and community sector**. As well as learning from the strengths and weaknesses of the current CSG programme, this could reflect the value of a well-supported community sector and local infrastructure which has been evidenced by the local response to the Grenfell Tower tragedy and has been essential to both the emergency response and longer-term recovery from the effects of Coronavirus.
- (2) **A repositioning of the programme might want to consider simplifying these** by focusing on two key requirements of a healthy voluntary and community sector: (i) local infrastructure (including assets/buildings) which in turn support a wide range of front-line services, often delivered by small, volunteer-led organisations right across the borough; (ii) innovation funding which allows the sector to experiment and test new approaches to service design and delivery, reaching out to new or under-served communities without feeling constrained by the need to achieve pre-determined outputs and outcomes. Both these forms of grant would require a different monitoring and reporting framework to the one currently used by for the CSG in order to ensure appropriate accountability, but the principle of this being core (ie not project-specific) funding is what will retain the CSG's value and importance to the sector locally.



- (3) The review has identified opportunities to **create greater cross-Authority understanding of the interaction and synergy between grant funding and the contracting of commissioned services** from the sector. There are currently services, such as borough-wide Information Advice and Guidance work, which are being funded through the CSG which in future might more appropriately be commissioned. Equally, there are opportunities for greater dialogue and collaboration between different parts of the Council and the Community Engagement Team in order to find ways to use grant funding to complement the design and delivery of contracted services, particularly for Adults and Social Care and Children's Services. The seemingly siloed nature of the Authority's engagement with the sector is reinforced by the inconsistent approach which the property team takes to charging rent to CSG recipients' occupying Council-owned premises; some are highly subsidised, others pay near-market rates.

Communication and Co-design

The recent annual roll overs of the Corporate Service Grants have contributed to a perceived lack of transparency in the way the funding is disbursed. That $\frac{3}{4}$ of the current 29 recipients have been beneficiaries of CSG funding for the last decade is, on the one hand, laudable and testimony to the Council's commitment and consistency of support for the VCS; for many smaller organisations it has been a lifeline at a time of cutbacks in their other funding. On the other hand, several consultees from both the Council and the sector itself, observed that this has created a certain cliquishness and level of complacency, as well as seemingly creating a barrier to entrants to the programme at a time when the response to Grenfell and Covid-19 has revealed a diversity of new community organisations across the borough.

- (4) The Council will need to balance the value the Authority and the sector gain from CSGs' providing both core and multi-annual funding with the opportunity to open up the programme to new entrants. A compromise might be to offer 2 plus 1 year funding agreements, or to manage multi-annual grants for funding infrastructure support separately from possible one-year innovation grants. The Council's **working with the sector to co-design and produce a new CSG prospectus would be the opportunity to convey the makings of a new relationship with the local VCS, post-Covid**, at the same time as designing programme criteria and requirements of grantees which focus on reducing duplication, promoting partnership and collaboration and supporting organisations' sustainability, not least through setting expectations of their using the CSG to bring in alternative income streams alongside Council funding.



- (5) Co-producing the new prospectus and guidance for a repurposed CSG is an opportunity for the Council to set a clearer rationale about what the programme is there to achieve, and its expectations of future recipients. Similarly, a quick win could be to publish and distribute an easy-to-read **annual report about the impact of CSG-funded organisations**. This would increase transparency about the programme, garner public and partners' support, and make funded organisations feel that their monitoring returns are being put to good use. Several commented on how the current monitoring of the Grants is disproportionate which is compounded by a strong sense that the data and information collected are not put to best use within the Authority. A recurring theme of interviews with current CSG recipients was the lack of meaningful dialogue with the sector about the needs that exist and how best to respond to them. By contrast, Public Health was held up as an exemplar of how to engage the sector in genuine processes of co-design and co-production.

Monitoring, reporting and measuring impact

The review found that an inherent weakness of the Council's Corporate Services Grant programme stems from its bureaucratic approach to monitoring and reporting. Despite some recent changes and improvements to the recording of activities and organisations' outputs, this largely remains a process which compromises the local authority's ability to measure and report on the impact of its not inconsiderable investment in the local VCS.

The current reporting of CSG grants is more akin to the recording of project funding (ie counting outputs) than investment in the core activities of a group of local civil society organisations which are key to the health and wellbeing of the borough and its residents (ie outcomes/impact/value and return on investment). The wide range and size of recent CSG awards justify the Council's having individual Service Level Agreements with the 29 different grant recipients. However, there is little evidence of a consistent framework for capturing outcomes (ie linked to the Council Plan priorities) or measuring individual or collective social impact. (We were struck by the paucity of the case studies submitted by grantees in their monitoring returns which may be symptomatic of a system which has lost the faith of its beneficiaries).

- (6) Internally, there has been an ad hoc approach to integrating or sharing the work of the CSG-funded group of organisations with other Council departments' work or policy agendas. However, as has been shown by the work of the RBKC VCS group during the Coronavirus lockdown, there is considerable enthusiasm and interest across the



Authority to address this. The next round of CSG funding, or its equivalent, provides an opportunity to **introduce a new reporting framework, focused on impact/outcomes and return on investment, based on a set of principles which truly reflect the Council's new relationship with the local VCS.** The VCS group (along with representatives from the sector) is best placed co-design the framework, including realistic and appropriate outcomes and indicators.

The Community Engagement Team needs to ensure that the new reporting principles/framework developed for future grant making of the local VCS are shared across the Authority to avoid unnecessary duplication or inconsistent reporting, enhancing the opportunity for civil society organisations to shape policy and co-design services in future.



Appendix – contextual overview

The world in which local authorities and VCS organisations coexist seems to be undergoing irrevocable change; from a position, less than a decade ago, where councils largely provided local services, to one where, with considerably reduced resources, they have become a co-producer of social outcomes (set out in the Council Plan) alongside a range of partners from across civil society. In this context, the Royal Borough of Kensington and Chelsea is not alone.

Every local authority in the country has had to manage unprecedented cuts to their finances. Most have already gone through some form of transformation, reviewing their strategic priorities and ways of working, including the nature of their future relationships with the VCS. Indeed, some now see this as part of an inevitable evolution of local government; having moved through various phases during the last century, including the “state” and “market” paradigms, we are now entering the “community” paradigm.²⁰

The Covid-19 pandemic has demonstrated how many agile VCS organisations can help local authorities respond quickly to communities’ immediate needs. There is also a growing sense that these unprecedented times now present an opportunity for local government and its partners to accelerate rethinking the way they work with the sector in future; as we transition from the emergency response to the pandemic to planning society’s long-term recovery, there appears to be a window of opportunity to define a new form of social contract and radically rethink relationships between government and civil society.²¹

However, as we look for pointers and lessons from the pandemic, and draw some succour from the levels of community endeavour and social ingenuity born of the crisis, it is easy to overlook that many of the UK’s sociological failings had been laid bare well before Covid-19 shone an unflinching light on them. It would be a mistake, therefore, to ignore some of the detailed pre-Covid analyses of c21st civil society, and how it needed to change.

It is barely eighteen months since the wide-ranging Civil Society Futures’ Inquiry reported its findings. The underpinning research report, [Civil Society in England: Its current state and future opportunity](#) was far from alone in failing to foresee a global pandemic, but it still

²⁰ See: http://www.nlgn.org.uk/public/wp-content/uploads/The-Community-Paradigm_EXEC-SUMMARY.pdf

²¹ <https://londonfunders.org.uk/about/covid-19-0/our-blog/towards-reflection-%E2%80%99Creview-reviews%E2%80%9D-reviewed>



presented a daunting analysis of other forces 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.

At the same time, civil society organisations have come under increasing scrutiny. In the wake of some high-profile failings, charities have been experiencing declining levels of public trust. The Civil Society Futures Inquiry is unflinching in its conclusion that “civil society needs to change”, yet to do so it argues for the opportunity to forge a new commitment to organisations in the social sector. Drawing on extensive consultations, the Inquiry recommended a shared PACT a set of principles for underpinning civil society’s future. As governments both nationally and locally potentially look to frame a new set of guiding principles for “building back better,” the PACT framework merits revisiting:

- **Power:** significantly shifting power, sharing more decision-making and control, being a model for the rest of society and doing whatever is needed so that everyone can play a full part in the things which matter to them.
- **Accountability:** holding each of us and our different organisations accountable first and foremost to the communities and people we exist to serve, changing our approach so that we become more accountable to each other and to future generations.
- **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 a new social infrastructure for civil society.
- **Trust:** (re)building trust – what the 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.

Three themes of the various pre-Covid analyses of a modern civil society stand out as being particularly relevant in terms of contextualising the CSG review and thinking about the Council’s future relationship with the voluntary and community sector in K&C:

1. Today’s **adversity is breeding ingenuity**, particularly in the form of individuals’ and communities’ social action; what many see as elective democracy’s crisis may be participative democracy’s opportunity, yet this is not a zero-sum game. Ensuring a healthy future for civil society is both an individual and collective responsibility, not a requirement of others. The Covid-19 [mutual aid website](#) records as many as 740 groups having formed within the M25 alone. Feedback from a GLA survey suggests groups’



memberships average around 400-450 with over a quarter defined as active. Engaged and responsible citizens are the bedrock of a modern civil society; the 20th century may have marked the hegemony of state-funded support, the c21st “needs ‘people power’ more than ever.”²²

2. The **parameters of what constitutes civil society** in the third decade of the c21st are much broader than was thought previously. Neither defined by organisational form, nor as a specific “third” sector, but in terms of objective (what it is for) and control (who is in charge), a modern civil society “refers to all individuals and organisations, when undertaking activities with the primary purpose of delivering social value, independent of state control.”²³ The new [Recovery Board for London](#), has a twin focus on the economic and social aspects of recovery. Having agreed aspirations and expectations of the future role for civil society in this endeavour, both regionally and locally, will be one way of ensuring that these strands of work do not become siloed or, worse still, operate at odds with one another.
3. The **potency and importance of place** in galvanizing social action, and as a focus for philanthropy (defined as the giving of “time, talent and treasure”). In part this reflects and complements the direction of public policy over the last two decades, which has seen successive governments committed to devolving power to the nations, city-regions and communities of the UK, recognising that “people best placed to drive forward local and sustainable economies are those who live, work and do business in them.”²⁴ [Place-based giving schemes in London](#) which, pre-Covid, seemed to be tapping into a popular urge to re-establish feelings of community in an increasingly fractured society, could well be further boosted by the long-term effects of lockdown as people commute less and give more as a way of reaffirming their sense of place and belonging. Thirteen active schemes have provided much-needed support to places during the pandemic, including K&C Foundation’s matched fundraising initiative which, as of 12th June 2020 had distributed over £500k to local charities and VCS organisations.

The government’s [Civil Society Strategy: Building a Future that Works for Everyone](#), published in August 2018, argues that a modern and inclusive society comprises five pillars: people, places, the public sector, social sector and business. It also extols the role of grants (and the value of core funding) as a means of underpinning new cooperative relationships; it

²² This statement from the Cabinet Office’s [Civil Society Strategy](#) (2018) has echoes in [New Local Government Network’s](#) (2019) thesis expounding the “community paradigm” of empowering and resourcing communities to create a non-hierarchical culture of cross-sector collaboration.

²³ Civil Society Strategy: Building a Future that Works for Everyone, 2018, p.19

²⁴ Civil Society Strategy: Building a Future that Works for Everyone, 2018, p.20



challenges grant makers – whether independent or statutory funders – to be more transparent, accountable, and collaborative. Funders of civil society, spurred on also by the unique circumstances caused by the Coronavirus, are increasingly thinking how [grant making and its reporting need to change](#) in order to reflect the dynamics of a modern civil society:

- Acting on a shared understanding of needs and priorities
- Ensuring that organisations' paramount accountability is to their service users and local communities (rather than to the funder),
- Recognising that trust and mutually-beneficial relationships between grant maker and recipient can be undermined by traditional, numerically-based reporting which focuses on attributing impact rather than celebrating social value.

Undertaking the CSG Review in the wake of the pandemic, we have been keen both to follow the original lines of enquiry set out in the brief, as well as to ensure that any emerging findings or options for a future grants scheme recognise and respond to the irrevocable socio-political changes which the pandemic appears to have accelerated, as well as the shorter-term but very significant impact on the local economy (see section 8).

John Griffiths, Director

john.griffiths@rocketsciencelab.co.uk

Dina Papamichael, Senior Consultant

dina.papamichael@rocketsciencelab.co.uk

Offices:

Edinburgh

T: 0131 226 4949 2 Melville Street, Edinburgh EH3 7NS

London

T: 0207 253 6289 Fleet House, 8-12 New Bridge Street, London
EC4V 6AL

Newcastle

T: 07887 673407 The Beacon, Westgate Rd, Newcastle upon Tyne
NE4 9PQ

[**www.rocketsciencelab.co.uk**](http://www.rocketsciencelab.co.uk)

