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2008-09 End of Year Report to The Metropolitan Police Authority

1. Introduction

The Foundation celebrated four years of operation during June 2009. Since the launch of the charity in June 2005 by Rt Hon Hazel Blears MP and Sir Ian Blair great progress has been made in developing the organisation into one of London's leading crime reduction charities.

Having HRH The Prince of Wales as Patron, Sir Paul Stephenson as President and the recognition of SLF as the MPS charity makes it unique and enables the charity to often "box above its own weight".

The very generous financial support provided by MPA during the past 4 years towards core costs has given SLF the opportunity to establish itself as a financially sustainable organisation and has been incredibly helpful.

The Foundation is now well established and has started to move into its next stage of development however like many other charities, this has been slowed slightly as a result of the recent financial downturn. Never the less there are some exciting development planned for the forthcoming year which are outlined later in this report.

SLF now has three main work streams which are

- Grant making
- Community engagement
- Resettlement of offenders

Below are some of the highlights from each of these areas during the past 12 months.

2. Grant Making

By the end of this year the Foundation will have given out grants in excess of £2m and has supported more than 100 innovative crime reduction projects throughout London with a presence in every London Borough.

The very generous gift of annual POCA funding to SLF has enabled us to provide three year funding to a number of projects for the first time which has given them financial stability and enabled them to plan for the future.

Over the past three years as good practice we have undertaken research and consultation with partners and other organisations before determining the theme of each grants round.

Themes have included

- Hard to reach communities
- Domestic violence
- Guns, gangs and weapons
- MPS Youth Strategy
- Victims of crime
- Small grants

The Foundation also provided set up funding for the new Capital Conflict Management (CCM) charity being run in partnership with MPS to address issues of high level gang mediation throughout the Capital. As a result of SLF funding the concept of a new mediation service in London was made a reality when CCM was launched as a new charity in 2008.

SLF also made a grant to the Five Borough's Alliance to pay the salary of a full time worker to co-ordinate all the community activity within the five Boroughs and report back to the Steering Group with recommendations on strategic development. The project was successfully completed earlier this year.

We have used some of our corporate sponsorship income towards the development of the new two year Community Engagement Programme (CEP) as well as three years funding for the Aspire Project which is an SLF initiative to support serving prisoners and ex offenders into work through 1 to 1 support from SLF trained mentors. Both projects are reported on in more detail later in this report

During the past year SLF was pleased to have the opportunity to meet with the Chair and Chief Executive of the new Mayor's Fund to share our experience and expertise with them on setting up a grant making trust and was also a member of a Focus Group to assist the Mayor's Fund in developing its operating strategy.

3. Community Engagement Programme (CEP)

In a jointly funded partnership with MPA and MPS we have been delivering a series of seminars in every London Borough for all 630 Chairs of Safer Neighbourhood Panels (SNPs) and 32 Community Police Engagement Groups (CPEGs).

The seminars have been extremely well received and feedback from attendees has been very positive, in fact some Boroughs have requested additional seminars. The project is now into its second year and continues to provide an infrastructure and support to SNPs and CPEGs. A conference has been organised for later this year and it is hoped that the project will further develop over the next year to provide greater support to not only Chairs but members as well.

As an independent charity with close links to MPA/S, SLF is well positioned to provide this type of support to panels and groups and CEP forms an important work stream for the charity.

4. Resettlement of offenders project – Aspire

SLF has funded this innovative and important project for the past 3 years and the project contributes to reducing crime in London by breaking the cycle of reoffending through much needed support to people being released from prison from SLF mentors.

The project has a 53% success rate of finding sustained employment, training and work experience opportunities for clients compared to other agencies reporting just 5%. The project now has an experienced team of trained SLF mentors, many of whom work for our corporate partners, who provide the “through the gate” support to both clients and potential employers.

Aspire has been successful in placing clients with a wide range of companies and organisations including

- KPMG
- Goldman Sachs
- Deloitte
- SLF
- Southbank University
- Bovis Landlease
- LDA
- Morgan Stanley
- ISS
- TfL - London Busses

During the past few months, SLF has met with The London Criminal Justice Board and members of the Diamond Initiative project to develop a Memorandum of Understanding (MOU) so that Aspire can further complement the work of the Diamond Initiative in finding employment and providing support to ex offenders returning to the new Diamond areas. We are very excited about this partnership which we hope will benefit both organisations in breaking the cycle of reoffending.

5. Finance and Fundraising

During the past three years the Foundation has successfully developed a small number of high value income streams that include

- the Foundation Club
- core funding from MPA/S
- POCA funding
- in-house fundraising events

As for many charities, fundraising has been extremely difficult during the past 12 months especially raising money from the corporate business community. However, in May 2008 we organised a Charity Challenge that raised more than £150,000 in just seven days and demonstrates our ability to organise successful fund raising events in more usual circumstances.

5.1 Foundation Club

SLF Foundation Club engages large sponsors and donors with our work providing them with an opportunity to demonstrate their Corporate Social Responsibility in a practical way. SLF is able to offer corporate sponsors a wide range of volunteering opportunities for their staff and over the past few years has developed mutually beneficial relationships with a number of large companies.

Up until recently there has been just one level of membership. Gold Membership is predominately corporate sponsors who agree to sponsor the Foundation for £25,000 a year for three years and there are currently 6 Gold Club members.

However, we have now introduced two additional levels of membership - Silver at £10,000 annually and Bronze at £5,000 annually which we hope will engage more small and medium sized organisation and high value personal donors.

To assist us in securing more corporate sponsors we have introduced a new role of Vice President (VP) all of whom are high profile individuals who have agreed to use their personal contacts and influence to help us secure more Foundation Club members and raise income.

We have also created a new post of Corporate Partnerships Manager (CPM) from within our current resources who will lead on corporate sponsorship and

corporate volunteering. The post holder will maintain ongoing contact with current sponsors to retain their support whilst also working in partnership with Vice Presidents to identify new potential donors and Foundation Club members.

By the end of the current financial year we aim to have increased our Foundation Club membership to the equivalent of 10 Gold members giving an annual income of £250,000.

We aim to secure the equivalent of an additional 3 new Gold Members a year which will generate around £500,000 a year within the next five years.

5.2 General Fundraising

As previously mentioned, the Foundation raised over £150,000 last year from our first major fundraising event. However, this year we have reduced the fundraising target to a more realistic amount of £100,000 although we hope to exceed this target as and when the financial downturn improves during the year. It is our aim to return the fundraising target back to at least £150,000 during the next financial year but this is very much dependent on the general financial situation.

The Development Manager (fundraiser) is responsible for general fundraising and during the forthcoming year has a number of major events planned that will compliment the work of the Corporate Partnerships Manager. They include

- a charity raft race for 15 sponsored teams
- a fundraising dinner with Mayor Johnson and rugby player Martin Johnson as the main guests of honour
- photographic competition and exhibition
- MPS charity challenge

5.3 Other income

Last year the Foundation has received an additional £185,000 from other sources including the MPA/S core funding grant and this year we hope to improve this amount through a newly created Talent Team of self funded freelance fundraisers. The Talent Team will be recruited for their specialist skills and innovative fundraising expertise and will undertake specific short life fundraising projects which will enhance our overall fundraising strategy. This is a very new development and will come on stream later in the year.

Financial independence is a high priority for SLF. However, as with almost all charities, achieving this can be difficult as a result of being dependent on a number of external factors, some of which the charity has no control over and so requires careful strategic management by SLF.

It is for this reason that SLF has invested significant additional resources into fundraising and income generation as outlined above, in the belief that this will enable us to remain financially independent and provide long term sustainability.

6. Other activities

• Mentoring

SLF recruits and trains mentors using a programme accredited by CLINKS and provides on going support and telephone access to an experienced SLF member of staff should the need arise.

SLF Mentors come from a wide range of backgrounds and represent many of the diverse communities in London and include amongst others ex offenders, police officers, police staff, corporate sector volunteers, retired people, gap year students, unemployed people, self employed business owners and consultants who come from the commercial business world.

The number of new mentors trained and their organisations are indicated below, but there are additional SLF trained Mentors who were trained before this past financial year who have not been included in the numbers.

- 30 SLF Aspire Project mentors supporting ex offenders returning to employment, training and work experience
- 10 business mentors for Safer Neighbourhood Team Sergeants which was run as a successful pilot project and we are hoping to roll out to a further 40 Sergeants later this year
- 10 mentors for the MPS Promoting Difference programme in partnership with the Leadership Academy
- 15 mentors for the Gay Police Association
- 10 corporate sector volunteers working with resettlement of ex offenders
- 60 mentors for a charity called Dress for Success which supports women from prison who are attending work interviews
- 15 mentors for the charity Barnardo's who were working with ex offenders

• Training

During the past year we ran an accredited SLF Certificate in Management using ESF funding to meet the costs of the course. This has been followed by an accredited Diploma in Management for senior staff from SLF and our supported projects in the community to provide small charities with much needed staff development opportunities for their leaders, again for free.

Currently we are in discussion with the MPS Volunteering Unit about SLF providing a specialist Diploma in Management for Volunteer Managers for MPS as part of a professional development programme. As a charity, our aim is to once

again secure European funding for this project which will enable us to provide the cost for free to course members.

- **House of Lords Lunch**

SLF held a lunch for 220 guests at the House of Lords last October to celebrate SLF's 3rd Birthday which was kindly hosted by Lord Harris. The lunch gave the opportunity for corporate sponsors to meet personally with SLF beneficiaries and hear how their sponsorship had changed lives and reduced crime in London.

One of our large corporate sponsors was so moved by the story told by a beneficiary from one of our funded projects that he personally agreed to become his mentor, a relationship that has continued and has given the client an opportunity of a lifetime to work with one of the country's leading business entrepreneurs.

- **SLF Community Project Visits**

The Foundation has organised a number of visits to SLF sponsored projects to illustrate the positive impact our sponsorship has had on making London safer. Guests included Sir Trevor Chinn, James Cleverly and senior officers from the business community including Northgate Solutions, KPMG, UBS, ISS to name but a few. Senior Civil Servants from the Ministry of Justice visited one of our sponsored projects in Peckham and following the visit decided to offer their time as volunteers.

- **Strategic Command Course**

The Foundation was pleased to have been asked to accommodate three members of the national police Strategic Command Course last December. The three course members undertook an intensive piece of project work to develop a strategy for assisting SLF to have a greater on going presence within MPS. The report was extremely helpful and is currently being implemented and will be evaluated later in the year.

- **Investor in Volunteers Award**

In October 2008, SLF was successful in achieving the national Investor in Volunteers Award which is a recognised quality standard for the management of volunteer services.

- **SLF Volunteer Awards 2009**

The first SLF Volunteer Awards were presented to three outstanding volunteers at a reception at the headquarters of Candy & Candy to celebrate 25 years of National Volunteers Week. The event highlighted the important work undertaken throughout the Capital by volunteers who contribute to making London a safer place.

The winner of the SLF Award was then presented by an award the following day by Major Johnson at City Hall.

7. Conclusion

The Foundation has made great progress during the first three years of operation and has now started to move into the next stage of its development. The support both financial and personal from MPA and MPS has been hugely helpful in enabling SLF to develop during its first years of operation.

The three year financial contribution to central operating costs from MPA which has just ended has given the Foundation the much needed time to develop a number of strong income streams and to become financially secure.

There are a number of exciting new challenges ahead for SLF (which are outlined in our Business Development Plan) all of which will almost certainly be achievable with the support and co-operation of our sponsors, supporters and partners such as MPA/S.

Tony Shepherd – *Chief Executive*

12 June 2009

Patron: His Royal Highness The Prince of Wales
President: Sir Paul Stephenson QPM - Metropolitan Police Service Commissioner
Chief Executive: Tony Shepherd MBA C.Dir F.IoD
Company Registration Number: 5190766 Registered Charity Number: 1109444