



CORNERSTONE FUND

Project Summaries

The Cornerstone Fund is supported by a Funders' Alliance comprising City Bridge Trust, National Lottery Community Fund, Trust for London, John Lyon's Charity and Greater London Assembly

The London VCSE Health and Wellbeing Transformation Project

1. Aims

Our project focus is ‘health and wellbeing’ and the role which CVSs can play on behalf of their local communities and citizens to effect transformation through systems change. The stated purpose is:

To improve co-production of health and wellbeing services at STP and borough levels through more effective citizen and communities’ engagement in commissioning, resulting in better services and outcomes for citizens

Better inclusion, voice and asset-based inputs will enhance service strategies and commissioning; improve the whole healthcare system; and make better use of resources. By testing appropriate citizen engagement processes, we seek evidence to contribute to more effective engagement which can then be shared across London.

2. The Collaboration

The London VCSE Transformation Project includes 5 CVSs which provide reach into and representation from the breadth of London communities. Each CVS will lead a locally-grown and distinct pilot project. Together, these will collectively form a ‘programme of innovation’.

The proposals will effect change in the culture of how the health system works and engages with communities. Co-designed services – especially those co-produced and delivered by local communities - will better meet the needs of local communities.

CVS CEOs will form the new Project Board which will also provide scrutiny and performance review. The role of the Brent CVS CEO will also bring impartial ‘critical friend’ challenge. As the accountable body, CLB will allocate expertise to oversee/steer the initiative.

3. Programme

We have built up a ‘programme of innovation projects’:

Bromley: Building Bromley’s Social Value Assets

Enfield: Enfield’s Health Champions Network

Greenwich: Co-transforming Mental Health in Greenwich

Hackney: Embedding the Voluntary Sector in Health & Social Care Transformation (in City & Hackney)

Merton: VCSE Co-Production and Co-Design of Diabetes Service

4. Learning from Experience and Sharing

Developed by the London CVS Directors Network, this will provide a clear conduit for sharing best practice and learning. The Network is facilitated by 'London Plus' which will also help connect CVSs with other actors across the spectrum of health and wellbeing in London e.g. GLA and Healthy London Partnership.

We also recognise that CVS leaders can learn, adapt and change to be part of this and our Network is already well-developed to assist in peer-to-peer learning. New organisational/collaborative models will be tested. The inherent processes will provide rich learning for CVS CEOs, helping challenge existing management approaches and develop new leadership models. Collectively this will have a 'game changing' impact for CVSs.

Through early connections and understanding of the potential of the individual and collective reach with the CBT 'learning partner' – Collaborate – we expect opportunities for better collaboration, more effective dissemination and best practice development to be maximised.

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City Bridge Trust Cornerstones Fund H4All project summary

1) Project aim

H4All aims to bring together the knowledge, skills and resources from across the Third Sector to develop strong, local support systems for residents that:

- Address social issues
- Better engage people with managing their own health needs
- Tackle the wider determinants of health
- Address loneliness and isolation
- Embed the Third Sector in the newly-emerging Primary Care Networks

Additionally, we aspire to create the right environment to facilitate the use of the Sector's significant intelligence about community health needs to inform future health commissioning. (See over for outcomes for Londoners).

2) Who is involved

- H4All and wider third sector partners
- London Borough of Hillingdon
- Hillingdon CCG
- Hillingdon Confederation of GPs
- Hillingdon Health and Care Partnership (HHCP)

3) Key activities

- a) Infrastructure support to the sector to facilitate their engagement with social prescribing and their capacity to deliver as part of a wider, coordinated system.
- b) Development of a sector-wide Health and Wellbeing Network.
- c) Identification of ten Health Partners per year so there is a legacy of a minimum 30 skilled third sector organisations closely aligned with the eight Primary Care Networks in Hillingdon.

- d) Development of a pool of resources available to the sector, including training, support with governance and a mentoring programme for smaller groups to learn from larger organisations.

4) Desired systems change

The third sector will be seen as a credible and knowledgeable resource in the promotion of population health and wellbeing. This will be achieved through the development of an effective population health model that ensures that health resources are targeted efficiently where they are most needed and will have the most impact.

Outcomes for Londoners

Capacity and capability: we will improve the use of civil society assets by ensuring community and voluntary groups are effectively supported and working closer together. In turn, this will mean a greater impact on community health and wellbeing being delivered by a coordinated and skilful third sector.

Co-production: our bid was developed with the sector for the sector. Our aim is to develop social prescribing services for differing cohorts of the population, co-designed by voluntary sector groups, with a particular emphasis on the voices of the most marginalised.

Data and intelligence: we will increase knowledge and understanding of how to evidence impact across the sector by sharing our learning to date. We ultimately aim to use more robust data and impact measurement tools to secure longer-term investment in prevention and social prescribing.

Voice and influence: we aim to improve cross-sectorial communication and collaboration to strengthen the voice of the sector with health and care providers. We ultimately aim to ensure that community health needs genuinely drive commissioning via the Primary Care Networks.

Collaboration: there will be improved collaboration across sectors that deliver real change to systems and greatly improved capacity for support across different cohorts of the population.

Mapping and Networks for Solidarity and Campaigning

What is the project about? This project is funded for 2 years by the Reaching Communities programme of the National Lottery Community Fund, as part of City Bridge Trust's Cornerstone Fund initiative. We want to explore mapping of our network in an active, accessible, dynamic and sustainable way that moves beyond ideas about directories, lists or static forms of mapping and enables civil society organisations and groups, campaigners and activists across London to connect, collaborate, make themselves visible and build solidarity.

Objective: To co-design and co-produce with equalities focused community groups and campaigners in London an accessible, inclusive and effective set of resources to enable them to better connect with each other across different parts of London, across specialisms, to share resources, to increase visibility, to build support around campaigning and voice work, to build solidarity and to improve network building for these purposes.

The partners will do this by conducting extensive engagement and needs analysis with small, grass roots and user-led equality groups across London, and working with them to co-design a system that is accessible and supports them to be better connected and have improved voice and influence. We will produce a model map, piloted and tested with our participant groups, and use it to undertake network analysis, which will then in turn be used to help groups make new connections, contribute to consultations and policy work. This is an experimental project and the aim is to, by the end of the two years, to have a working model in place that is scalable and for which development we would hope to seek further funding.

Our partnership: HEAR as lead partner is excited to be working with 3 other specialist equality networks, Consortium (formerly LGBT Consortium), Inclusion London and the Refugee Council, enabling the project to reach the small grass roots and user-led groups that it is designed to support. In addition we are going to have the specialist skills of Superhighways to call on to support the production and dissemination of innovative learning resources; Drew Mackie and David Wilcox will be providing expert advice and support on both the technical aspects of mapping, network analysis and sharing learning, and the key ingredient of making this work accessible, exciting and useful.

Systems Change: We know that many small civil society groups in London, particularly those that are small, grass-roots, user-led and involving experts by experience, function within systems of support and collaboration defined by their geography and/or specific specialisms, not because this works better for

them, but due to constraints of time, information, resources or support to cross these boundaries. The project will enable groups to move through these invisible but very real systems boundaries and strengthen their voice and influence and enable much enhanced solidarity and collaboration.

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LONDON VILLAGE NETWORK – It takes a village to raise a child; One-page project summary

The aim our project and how it will contribute to outcomes for Londoners)

Using an LVN-designed digital app, our project “London Village Network (LVN) Young People's Foundation Partnership” will contribute to outcomes for Londoners by:

1. Making it easier for young people to access youth services by providing a single entry-point to understand what youth services are available across all London boroughs.
2. Signposting: Increasing youth worker knowledge of youth provisions by providing front-line youth workers access to the full range of services available.
3. Increasing the uptake of youth services, improving the sharing of information, helping monitor service up take and providing invaluable data about young people usage and preferences through its data collection, analysis tools and regular surgeries.

Who is involved

Project hosts: youth service providers (including council services).

Project facilitators: youth workers, detached youth workers, community police and community leaders

Project deliverers: LVN provide youth provisions a unique app access code to upload and manage youth service content. All London youth provisions are encourage to participate. Over 500 youth provisions are already listed.

Beneficiaries: young people: 14-24-year-old especially those considered hardest to reach and NEETs across London boroughs

Key activities/timelines

Jan-Dec 2019: Enable start up and data input. Develop the app further and allow time to assess impact

Jan-Dec 2020 & 21: Analyse take-up of provisions and assess network effects

What is different/exciting about your Cornerstone Fund Project

1. LVN has a cost-effective solution: LVN is a dynamic, young charity which dares to do things differently and brings people together. We are unconstrained by high overheads and a large structure which allows us to be flexible, cost effective and innovative.
2. LVN has a human-centred, relationship-based approach that is enabled by technology: LVN has a unique approach to addressing network poverty based on the development of our app.
3. LVN works to strengthen existing community assets: LVN is skilled at adding value to existing resources including youth services and the untapped potential of working people. We want to rebuild the village in partnership with other like-minded organisations.
4. From inception, LVN has been built in collaboration with young people: LVN began on the streets and continues to be very close to young people

and youth workers on the ground. We collaborate with them to co-design and tailor our offer accordingly.

What is the systems change you are hoping to bring about

Improve awareness of youth provisions among young people: our work on the ground has highlighted the lack of awareness of youth services among young people. By putting all resources in one place it makes it easier for young people and those working with youth to see the opportunities that are available.

Change the 'this isn't for me' mindset: young people trapped in poverty often do not have the confidence to approach new provisions. The LVN app addresses this with our simple – 'I want to go' button. This generates an email to the provision with the young person's detail. The provision can then invite the young person to take part. We use technology that young people are familiar with to make accessing services easy.

Setting the research agenda with, and, for young Londoners

Background Information

[Partnership for Young London](#), [Centre for Youth Impact](#) and [London Youth](#) have come together with a bold vision for young Londoners. We want to create the conditions for the services and support for young people to be:

- More informed by research, practice and the experiences of young people themselves; and
- More joined up through local and regional collaboration; and thus
- More effective

The programme of work (How can I get involved?)

1. Research network – Join our Research Network – This brings together a cross-section of organisations who are interested in research and how this can be used to improve services for young people.
2. Facilitating collaborative research
 - Research into practice: We will facilitate placement opportunities for student researchers to carry out research within youth organisations
 - Practice into research: We will facilitate partnerships between researchers and practitioners that will allow the practitioner to advise and influence new research being carried out
3. Practitioners development programme

Attend our workshops and training – We will be delivering a series of workshops and training focusing on how to use research to inform practice. Research into practice workshops focusing on themes, taken to at least 4 local or regional networks
4. Data collection and data dive – We are working with Operational Research and others to undertake a data modelling exercise looking at the projections of future need and have a pro bono research team in place.
5. Local Support – we will facilitate 2 local offers of support to pilot a research informed approach.
6. Steering group – a small core steering group will help shape and guide the work, this will meet 3 times a year to review the work plan and assess future areas of delivery.

For more information please contact

Partnership for Young London	Centre for Youth Impact	London Youth
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Refugee Advocacy Forum for London

Project Aim

The aim of this three-year project is to improve outcomes for refugees and asylum seekers in London by amplifying their voices in policy and practice related discussions in order to affect change. In order to achieve this, Refugee Council is working with Refugee Community Organisations (RCOs), to establish a strong and influential pan-London refugee-led advocacy forum to amplify RCOs voice and enable them to use their knowledge, expertise, insight and evidence, and engage directly with those in positions of power in London and affect change.

Project activities

A. Recruitment of Forum members

Over three years the project will recruit 45 RCOs of the Forum from London-based RCOs willing to work together and create an effective and influential forum with the capacity to amplify the voices of grassroots refugee-led organisations and reduce the reliance on mediation through bigger charities. It will support RCO members to establish co-production mechanisms to define the forum terms of reference, develop its leadership, strategy and action plan.

B. Skills Development for Forum members

The project will address the capacity gaps of recruited forum members in relation to advocacy work; by providing them with support and training in advocacy routes and techniques. It will also provide them with guidance on how best to employ their own evidence and insight in conducting advocacy work, and the benefits of collective action to influence the policies and practices of decision makers that impact on the lives of refugee communities in London.

C. Forum's advocacy work

Through the collective selection of key policy issues and development of detailed action plans, the Forum will identify the policy and decision makers to target and therefore put their learning into practice by engaging and trying to influence those who have the power to make change to improve the lives of refugees and people seeking asylum in London.

Project Expected Outcomes

Empowerment of RCOs: RCOs have access to the best knowledge and expertise they need to engage with policy and decision makers, and to participate effectively in policymaking processes.

Influencing decision makers: through the creation of an effective and transparent engagement mechanism between RCOs and people in position of power, to affect change.

Facilitating collaboration: through the co-production of joint solutions and co-design of cross-sector relationships in order to achieve positive changes to policy and practice for refugee communities.

Systems Change

A pan-London refugee advocacy forum will be systems changing in that it will create a new relationship structure between grassroots RCOs, larger specialist voluntary sector organisations and the local, regional and national governance structures. The new forum will reduce the existing reliance on mediation and create an open, transparent and structured engagement and influencing mechanism, which amplifies the voice, and influence of grassroots refugee-led community organisations, and therefore refugees themselves.

The forum would also be game-changing because it will establish a direct influencing and engagement mechanism between RCOs and local, regional and national power structures on a pan-London basis.

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The CREME Project - Communicating the Race Equality Message Effectively

Background to the CREME project:

At a time of reduced funding for the charity and voluntary sector, which coincides with an increase in racial attacks and hate crime, the need for organisations working to promote racial equality has rarely been greater. In this data driven age, a media profile is key. A person with expertise in the media and public relations is a resource that so many organisations in the sector need, but few can afford.

Funded for three years by **City Bridge Trust** as part of its **Cornerstone partnership funding** the CREME project will enable excluded communities to strengthen their voice and increase their effectiveness in undertaking communications and media engagement work.

Job Description

Though primarily based at the three leading organisations in the sector – **ROTA, BTEG and The Runnymede Trust**, the CREME officer will work with race equality organisations across London, training and advising up to 200 London based BAME and race equality organisations in developing their communications skills and profile, supporting the sector to increase the quantity and quality of their communications outputs.

The Communications Project Officer will be placed at ROTA as the lead organisation for two days a week, and each of the other two partners for one day a week. The remaining day will be allocated to external visits, networking and off-site project activities.

Job Purpose

- To work closely with ROTA, Runnymede and BTEG staff to identify and develop communication/media lines from work streams and reports
- To be a first point of contact for journalists; identify stories; draft press releases and generate positive media coverage for the three partner organisations in national, regional, local and specialist outlets;
- To facilitate media training for the partner organisations and 200 London BAME organisations over the 3 year period of the project
- One- to-one support to voluntary organisations to help with specific media campaigns, and coordinating initiatives where more than one organisation are doing similar work.
 - Assistance to organisations which have big set pieces planned (reports/surveys etc) by bringing the sector and other supportive bodies behind the piece of work.
- Developing a web-based toolkit to help organisations devise and develop their communications and media engagement strategies.

For further information contact:

Andy Gregg CEO @ ROTA andy@rota.org.uk

Lee Pinkerton – CREME Project officer lee@rota.org.uk

Sheila McKechnie Foundation: Cornerstone funded project 2019-2021

What is our vision?

Social change in London is more powerful because it is driven by both lived and learnt experience of poverty and inequality. In turn, this means Londoners have greater capacity to deliver transformational change (i.e. they have greater collective Social Power.)

What is our goal for the project?

That Civil Society Organisations (CSOs) understand both why they should and how they can create a better balance between lived and learnt experience to power social change.

We want to see systems change across civil society, opening up and shifting power to people with direct experiences of poverty and inequality. Civil society would strengthen its legitimacy as a result.

What is the need for this project?

At SMK we know that many public and community campaign journeys both grow from and are driven by people's lived experience of poverty and inequality. But in traditional or formal civil society organisations, too often people with lived experience are treated as informants for service design, rather than holding power in change-making. People might be labelled 'hard to reach' but it is often civil society organisations that are failing to connect with people who are, or have the capacity to be, powerful change-makers. And where there are intentions to improve, practical knowledge guidance and support is limited.

There is a fast-growing movement around lived experience and power redistribution in civil society. At SMK we are interested in how and why social change happens. We will use our understanding of Social Power to unpack who holds power, and how to create a better balance between the lived and learnt experience powering civil society.

What will we do over the next 2 years?

We will host and work with a Community of Practice, bringing together:

- Change-makers who campaign individually or as part of 'disruptor' organisations, often organically driven by lived experience of poverty and inequality in London
- Staff and leaders with lived and learnt experience from civil society organisations who are more traditionally powered by learnt experience.

The Community of Practice will explore and unpack multiple lines of inquiry, revolving around one central question:

What would it look like if civil society was better at sharing power in pursuit of social change?

Inquiry 1: Where and how is power being shared in interesting ways for social change, and what can we learn from these deep dives? What is the gold standard and what is in the way?

Inquiry 1: What needs to change culturally and structurally in civil society organisations for social change journeys to be powered more fairly and meaningfully by lived experience? What barriers arise?

Inquiry 3: How can lived experience strengthen one particular social change goal (such as decent, affordable rented housing in London)?

We will then work with the community to pilot and test models of power redistribution across social change journeys in London.

We will model the behaviours we are seeking to cultivate – working collaboratively and putting people at the centre. We see ourselves as the curators or hosts of a project driven by the Community of Practice.

Desired outcomes for the project:

- Increased understanding across civil society in London of the need to elevate lived experience into all parts of the social change eco-system
- Increased commitment among civil society organisations in London to work in this way
- Better understanding, drawing on leading practice, about how to elevate lived experience in social change journeys systemically, meaningfully and ethically
- Stronger skills and experience amongst practitioners in civil society
- More meaningful opportunities and better support for those with lived experience
- Civil society organisations' resources and power are easier to access for people with lived experience
- Learning about what it means to really share power with people with lived experience, to inform SMK's wider work on social change.

For more info or to get involved, please email Grace Wyld on

grace.wyld@smk.org.uk

Superhighways is leading a new data literacy and digital skills partnership to help small charities and community organisations tackle the tough issues that Londoners face.

Aims: The two-year programme will help small charities and community organisations develop data and digital skills they need to deliver the best possible activities and outcomes for local people. By enabling civil society to make more data-informed decisions, their services will be better shaped to meet the needs of Londoners. With a robust evidence base (both quantitative and qualitative), small organisations will be more likely to be heard and influence stakeholders and decision makers.

Activities: The programme will be tailored for small charities and offer a range of advice, training and practical support at varying levels, to help:

- Evidence need
- Capture and analyse robust data to inform future activities
- Visualise and map data to spot trends / gaps and engage audiences
- Tell the story of your work, including creating case studies and interactive reports

In addition to this generic offer, we'll also be exploring a number of topics in depth, to identify approaches, tools and techniques that work best for the small charity sector, such as:

- Databases / CRMs - how to choose and implement the right system
- Availability of local data scientists and analysts to help smaller charities progress
- Fields of interest e.g. poverty or social isolation
- People small charities support e.g. young people

We will be mapping existing data and digital support resources available to minimise duplication, add value to our programme and identify gaps in tailored support accessible to small local charities and community organisations.

Our partnership: Superhighways will be curating and delivering this specialist programme with the help from our partners who have exceptional knowledge of data science, impact measurement, equalities and technical know-how.

They are:

- London Plus
- DataKind UK
- HEAR Equality and Human Rights Network
- Coalition for Efficiency
- Makerble

We will also be collaborating with the Greater London Authority, and continuing to work with councils for voluntary service (CVS) and specialist support providers to reach small organisations across London's boroughs.

Systems Change: We will be focusing on the following systems change:

1. Better connections - working across the whole system, bringing expertise from private, public, social enterprise, academia, funders and specialist infrastructure.
2. Changing behaviours and thinking – within organisations; within civil society support and within the funding sector.
3. Access to data, digital & impact support for small organisations in London is patchy - we aim to test approaches that could lead to universal / accessible provision for London's civil society.

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Project web page: <https://superhighways.org.uk/training-advice-and-technical/data-skills>

E-news sign up: <https://superhighways.org.uk/e-news>



North Camden Zone Community Action Initiative

North Camden Community Action Initiative will test, develop, and scale a community-led, systems change approach. We will work with residents to define, lead and work towards the change that they want to see to improve the Estates where they live and the wider system(s).

Our ambition is to catalyse civil society, applying an asset-based approach, rooted in the values of equality, mutual recognition and reciprocity. We aim to:-

- 1) Build stronger neighbourhoods
- 2) Increase levels of active citizenship
- 3) Improve the conditions that enable resident-led systems change.

We will also work with other actors in the system including civil society organisations, statutory sector partners and businesses. We will start with the priorities of the resident-driven manifestos, broker the involvement of partners, and identify how each can contribute individually and collectively to support the community's goals.

Systems change model

We will work on a hyper local level on three estates in North Camden - the Chalcot's Estate, Hilgrove Estate and Harben and Harrold estate and bring them together.

Our systems change model is built on the things we've learned from using a systems change approach in North Camden for the last three years. This approach will be iterated and used in each of the estates we work on. The model has four steps:

1. Understand the system

We will recruit and train residents as Community Organisers to run activities, undertake primary research, develop an asset map and an estate manifesto.

2. Act in the neighbourhood system

We will run hack days with residents and professionals around manifesto goals and generate ideas for change. We will prototype, test and embed successful interventions. We will set up estate level banks giving out micro-grants, run by

residents.

3. Act across the wider system

We will bring the neighbourhoods together around one common cross-cutting systemic issue. We will seek to deepen our understanding, identify where to act and how to influence change.

4. Share and scale our learning

We will work in the open and maintain a shared a resource. We will publish playbooks of our successful interventions. We will share our learning about what has worked and what has not worked.

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