



The City Bridge Trust Committee

Date: WEDNESDAY, 14 MARCH 2018
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Alderman Alison Gowman (Chairman)
Dhruv Patel (Deputy Chairman)
Karina Dostalova
Simon Duckworth
Peter Dunphy
Marianne Fredericks
Deputy the Revd Stephen Haines
Alderman Alastair King
Deputy Edward Lord
Jeremy Mayhew
Wendy Mead (Chief Commoner)
Paul Martinelli
Ian Seaton
Deputy Dr Giles Shilson
The Rt. Hon. the Lord Mayor (Ex-Officio Member)

Enquiries: Joseph Anstee
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Lunch will be served in Guildhall Club at 12:45PM
NB: Part of this meeting could be the subject of audio or video recording

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To agree the minutes and non-public summary of the meeting held on 31 January 2018.

For Decision
(Pages 1 - 8)
4. **OUTSTANDING ACTIONS**
Report of the Town Clerk.

For Information
(Pages 9 - 10)
5. **CBT BUSINESS PLAN 2018/19**
Report of the Chief Grants Officer (CGO) and Director of City Bridge Trust

For Decision
(Pages 11 - 24)
6. **PROGRESS REPORT**
Report of the Chief Grants Officer (CGO) and Director of City Bridge Trust

For Information
(Pages 25 - 30)
7. **GRANT APPLICATIONS STATISTICAL REPORT**
Report of the Chief Grants Officer (CGO) and Director of City Bridge Trust

For Information
(Pages 31 - 40)
8. **GRANTS AND STRATEGIC INITIATIVES RECOMMENDATIONS AND ASSESSMENTS**
To consider the Chief Grants Officer's reports on grant recommendations as follows: -

For Decision

Index of Grant Recommendations (Pages 41 - 42)

 - a) Buttle UK (Pages 43 - 48)
 - b) Heart of the City (HOTC) (Pages 49 - 60)

- c) John Lyon's Charity/Young People's Foundations (Pages 61 - 66)
- d) Moving on Up Project/Trust for London - Phase Two (Pages 67 - 68)
- e) Women for Women Refugees (Pages 69 - 70)
- f) BANG Edutainment Ltd (Pages 71 - 72)
- g) Children's Trust (Pages 73 - 76)
- h) Down's Syndrome Association (Pages 77 - 78)
- i) Parochial Church Council of St. Mary, Stoke Newington (Pages 79 - 80)
- j) Rethink Mental Illness (Pages 81 - 82)
- k) Sense (Pages 83 - 86)
- l) Community Empowerment and Support Initiatives (CESI) (Pages 87 - 88)
- m) Royal Hospital Chelsea (Pages 89 - 90)
- n) Saint Francis Hospice (Pages 91 - 92)
- o) Alternatives Trust East London (Pages 93 - 94)
- p) Community Links Trust Ltd (Pages 95 - 98)
- q) Deptford Reach (Pages 99 - 100)
- r) Hammersmith and Fulham Law Centre (Pages 101 - 104)
- s) Help Somalia Foundation (Pages 105 - 106)
- t) TaxAid UK (Pages 107 - 108)

9. **TO CONSIDER REPORTS OF THE CHIEF GRANTS OFFICER (CGO) AND DIRECTOR OF CITY BRIDGE TRUST AS FOLLOWS: -**

For Decision/Information

- a) The Prince's Trust Strategic Grant (Pages 109 - 118)
- b) Grants Recommended for Rejection (Pages 119 - 124)
- c) Grants Approved under Delegated Authority (Pages 125 - 128)
- d) Withdrawn and Lapsed Applications (Pages 129 - 132)
- e) Variations to Grants Awarded (Pages 133 - 134)

- f) Reports on Learning Visits (Pages 135 - 142)
- g) City Bridge Trust Communications and Events Attended (Pages 143 - 160)

10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS TO BE URGENT**

12. **EXCLUSION OF THE PUBLIC**

MOTION – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

Part 2 - Non-Public Agenda

13. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 31 January 2018.

For Decision
(Pages 161 - 164)

14. **STEPPING STONES FUND FINANCE FACILITY - TO FOLLOW**

Report of the Chief Grants Officer (CGO) and Director of City Bridge Trust

For Decision

15. **MOVING ON UP PROJECT/TRUST FOR LONDON - PHASE TWO**

Report of the Chief Grants Officer (CGO) and Director of City Bridge Trust

For Decision
(Pages 165 - 172)

16. **CORNERSTONE FUND - DRAFT FUNDING PRIORITIES**

Report of the Chief Grants Officer (CGO) and Director of City Bridge Trust

For Decision
(Pages 173 - 178)

17. **PIPELINE OF PRO-ACTIVE STRATEGIC GRANTS**

Report of the Chief Grants Officer (CGO) and Director of City Bridge Trust

For Information
(Pages 179 - 182)

18. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

19. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

Part 3 - Confidential Agenda

20. **CONFIDENTIAL MINUTES**
To agree the confidential minutes of the meeting held on 31 January 2018.

For Decision

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THE CITY BRIDGE TRUST COMMITTEE

Wednesday, 31 January 2018

Minutes of the meeting of the The City Bridge Trust Committee held at the Guildhall EC2 at 1.45 pm

Present

Members:

Alderman Alison Gowman (Chairman)	Wendy Mead (Chief Commoner)
Dhruv Patel (Deputy Chairman)	Paul Martinelli
Marianne Fredericks	Ian Seaton
Alderman Alastair King	Deputy Dr Giles Shilson
Deputy Edward Lord	

Officers:

Joseph Anstee	-	Town Clerk's Department
Karen Atkinson	-	Chamberlain's Department
Anne Pietsch	-	Comptroller and City Solicitor's Department
David Farnsworth	-	Chief Grants Officer
Sandra Davidson	-	The City Bridge Trust
Jenny Field	-	The City Bridge Trust
Martin Hall	-	The City Bridge Trust
Kate Moralee	-	The City Bridge Trust
Ciaran Rafferty	-	The City Bridge Trust
Shegufta Rahman	-	The City Bridge Trust
Tim Wilson	-	The City Bridge Trust
Kristina Drake	-	Communications Team
Fiona Rawes	-	Town Clerk's Department

1. **APOLOGIES**

Apologies were received from the Right Hon. the Lord Mayor Alderman Charles Bowman, Peter Dunphy, Deputy Revd. Stephen Haines, Karina Dostalova and Jeremy Mayhew. Apologies for lateness were received from the Chief Commoner and Marianne Fredericks.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

Ian Seaton declared a personal interest in London Youth by virtue of his Livery Company's support for it, and in Chicken Shed.

The Chairman and Edward Lord declared personal interests in Trust for London.

The Deputy Chairman declared a personal interest in the Clothworker's Company.

3. **MINUTES**

RESOLVED – That the public minutes and non-public summary of the meeting held on 23 November 2017 be agreed as an accurate record.

4. **OUTSTANDING ACTIONS**

The Committee received a list of outstanding actions. The Committee noted that the terms of reference and task and finish group was on the agenda. The Chief Grants Officer informed the Committee that of the Bridge Fund/Cornerstone Fund applications 9 grants totalling £221,000 had been awarded by delegated authority, and further details would be brought to the next meeting.

RESOLVED – That the Outstanding Actions update be noted.

5. **ANNUAL REVIEW OF TERMS OF REFERENCE**

The Committee considered a report of the Town Clerk reviewing the Committee's terms of reference. The updated terms of reference reflected the wider remit of the City Bridge Trust under the Bridging Divides Strategy, aiming to use the total assets of the Trust beyond grant funding. The Committee noted a tabled version of the appendix that was clearer, with corrections made before the meeting.

A Member suggested that The Rt. Hon. The Lord Mayor's position on the Committee might be better served as a patron or guest rather than an ex-officio Member, as the Lord Mayor was unable to attend Committee meetings. The Committee asked that officers look into the background and history of the Lord Mayor's ex-officio membership on the Committee ahead of the next Committee meeting.

RESOLVED – That the revised terms of reference of the Committee be approved for submission to the Court as set out.

6. **DELEGATED AUTHORITY**

The Committee considered a report of the Town Clerk concerning the Committee's delegated authority policy. The report proposed that provision be made for delegated authority decisions to be made in the absence of the Chairman or Deputy Chairman by a nominee.

RESOLVED – That the City Bridge Trust's delegated authority provision be amended as set out.

7. **PROGRESS REPORT**

The Committee received the regular progress report of the Chief Grants Officer and discussed the updates provided.

GLA Oversight Committee

The Chief Grants Officer reported that he had attended a GLA Oversight Committee hearing following the Grenfell disaster, and gave evidence with regards the City Bridge Trust's response to the disaster. Several inquiries were still ongoing and there would be press on the matter to follow.

Bridge House Estates task and finish group

The Committee was informed that the task and finish group had now met twice bringing together work streams from across the City of London Corporation. The strategic review of Bridge House Estates was important for the City Bridge Trust to capitalise on in order to deliver the aims of the Bridging Divides Strategy and to be the best possible trustee it could be.

RESOLVED – That the report be noted.

8. **GRANT APPLICATIONS STATISTICAL REPORT**

The Committee received a summary of applications received and action taken under the grants programmes this financial year, including those recommended for decision to this meeting. The Committee was on track to spend its grants budget for 2017/18 with 2 meetings remaining in the year including this one.

A Member noted that the Resettlement and Rehabilitation of Offenders was the programme with the lowest amount allocated in grants, and queried whether this was expected. The Chief Grants Officer replied that it was an area for specialist organisations and fewer organisations in this area qualified for City Bridge Trust grants under the current criteria. Officers would consult with HM Prison Service in the future to determine where there might be gaps in provision.

A Member asked if it would be encouraging for applicants if it was advertised that 55% of applications were recommended for approval. The Chief Grants Officer responded that each application was considered on merit, and as some applications were for very specialist services an overall success rate could be misleading. The City Bridge Trust had quite a high success rate in comparison to other funders, although this might change under the new strategy.

RESOLVED – That the report be noted.

9. **GRANTS AND STRATEGIC INITIATIVES RECOMMENDATIONS AND ASSESSMENTS**

a) **Federation of London Youth Clubs**

The Chief Grants Officer introduced the application and clarified an issue raised by a Member regarding the charity's finances. The charity had made a payment to an associated charity which had appeared in their accounts as a grant. The Committee was assured that this payment was made by way of reimbursement

of an earlier loan received from the associated charity as they had been unable to repay it at the time.

RESOLVED – That the City Bridge Trust Committee agree a grant of £400,000 over one year for a range of activities for the benefit of voluntary managed youth organisations and their beneficiaries in London.

b) **Bridge Renewal Trust**

The Chief Grants Officer proposed adding a condition that a satisfactory workplan should be provided for the first year. The Committee agreed the recommendation with the added condition.

APPROVED £105,000 over two years (£56,700; £48,300) towards the salary of a f/t Director for Haringey Giving, as part of the London's Giving network of place-based giving schemes on condition that a satisfactory workplan be provided for the first year.

c) **Camden Giving**

APPROVED £60,000 over two years (2 x £30,000) towards the salary of a f/t Relationship Manager on condition that the required balance can be raised, satisfactory quarterly management accounts and that a satisfactory reserves policy is in place.

d) **Community Action for Refugees and Asylum Seekers**

APPROVED £84,520 (£27,520; £27,780; £29,220) towards the salary costs of the Project Coordinator (2.5 days per week) and associated running costs of the ESOL programme.

e) **High Trees Community Development Trust**

APPROVED £133,300 over three years (£43,800; £44,400, £45,100) towards the cost of a Project Coordinator (2 dpw), Lead ESOL Tutor (12 hpw), Assistant ESOL Tutor (8 hpw) and associated project costs.

f) **Helen Bamber Foundation**

APPROVED £100,000 over two further and final years (2 x £50,000) towards the f/t salary of the Head Therapist and associated costs for the delivery, evaluation and dissemination of the three-stage process to recovery for individuals in London exposed to enduring trauma.

g) **Ealing Mencap**

APPROVED £77,200 over 3 years (£26,100, £25,600, £25,500) for a p/t (3 days per week) Travel and transport Advice caseworker and associated project costs, with funding released on receipt of satisfactory quarterly management accounts.

h) **Eye Music Trust**

APPROVED £87,900 over three years (£29,300; £29,300; £29,300) toward the sessional staff, workshops, coordination, and associated running costs to deliver a mobile 'Colourscape' in Special Educational Needs Schools across London.

i) **Millwall Community Trust**

APPROVED £111,400 over three years (£38,600, £36,300, £36,500) towards the salary of an Independent Living Officer (21 hpw) and associated project and administration costs for a project working with disabled young Londoners aged 16-25.

j) **Vital Xposure**

APPROVED £57,200 over two years (2 x £28,600) towards the costs of Vital Xposure's work to develop and deliver inclusive theatre. The funding is offered on the condition that the full balance of funds required is raised from other sources.

k) **Entelechy Arts Limited**

APPROVED £120,000 over 3 years (3 x £40,000) for the salary of a Volunteer Co-ordinator (0.6FTE), Project Administrator (0.4FTE) and towards the associated running costs for the Meet Me on the Move, Meet Me at the Movies and befriending programme.

l) **Irish Chaplaincy in Britain**

APPROVED £105,000 over three years (3 x £35,000) for the f/t salary of a Pastoral Outreach Worker and associated project costs.

m) **Spitalfields Music**

The Committee noted that the applicant was already in receipt of a grant from the City of London Corporation's Education Trust, but that this was completely transparent and discrete and should not affect their consideration of the application.

APPROVED £90,000 over three years (3 x £30,000) towards "The Endless Imagination" arts programme in care homes on the condition that the charity raises the balance of funds from other sources.

n) **East European Resource Centre**

APPROVED £110,300 over three years (£36,100; £36,800; £37,400) for the part-time Senior Welfare Advice Worker (0.6FTE); Helpline and Support Officer

(0.4FTE); and associated running costs to provide welfare advice and support to the Eastern European community across London.

o) **Homeless Action in Barnet Limited**

APPROVED £90,000 over three years (3 x £30,000) towards the salary, support and management costs of a full-time Resettlement Officer at Homeless Action in Barnet Limited.

p) **Positive East**

APPROVED £111,900 over three years (£6,200, £37,300, £38,400) for the full-time post of Advice Service Worker.

10. **TO CONSIDER REPORTS OF THE CHIEF GRANTS OFFICER AS FOLLOWS:-**

a) **Applications Recommended for Rejection**

The Committee received a report of the Chief Grants Officer detailing a total of 18 grant applications for rejection.

A Member asked for clarification on the reason for rejecting the application from the Tottenham Hotspur Foundation. The Chief Grants Officer explained that there were several issues with the application, but the timing of reserves could be re-examined.

RESOLVED – That the City Bridge Trust Committee reject the grant applications detailed in the accompanying schedule, excluding Tottenham Hotspur Foundation which was deferred until the next meeting.

b) **Funds Approved under Delegated Authority**

The Committee received a report of the Chief Grants Officer which advised Members of seventeen expenditure items, totalling £150,975, which had been presented for approval under delegated authority to the Chief Grants Officer in consultation with the Chairman and Deputy Chairman.

RESOLVED – That the report be received, and its contents noted.

c) **Withdrawn and Lapsed Applications**

The Committee received a report of the Chief Grants Officer which provided details of nine applications which had been withdrawn or had lapsed.

RESOLVED – That the report be received and its contents noted.

d) **Variations to Grants Awarded**

The Committee received a report of the Chief Grants Officer which advised Members of a variation to eleven grants agreed by the Chief Grants Officer since the last meeting.

The Committee also noted that a total of £6,400 across thirteen individual eco-audits funded over the past three years had been revoked.

RESOLVED – That the report be received and its contents noted.

e) **Reports on Learning Visits**

The Committee received a report of the Chief Grants Officer about two visits that had taken place.

The Committee noted positive feedback about the City Bridge Trust from Muscular Dystrophy UK.

RESOLVED – That the report be received and its contents noted.

f) **City Bridge Trust Communications & Events Attended**

The Committee received a report of the Chief Grants Officer updating on the communications work of the City Bridge Trust.

RESOLVED – That the report be received and its contents noted.

11. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS TO BE URGENT**

There was no other business.

13. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

Item No.	Exempt Paragraphs
14 – 17	3
18 – 19	-
20 – 21	3

14. **NON-PUBLIC MINUTES**

The Committee considered the non-public minutes of the meeting held on 23 November 2017.

15. **IMPLEMENTATION OF BRIDGING DIVIDES STRATEGY 2018 - 2023**
The Committee considered a report of the Chief Grants Officer.
16. **STEPPING STONES FUND - PROGRESS TO DATE AND PROPOSALS FOR 2018**
The Committee considered a report of the Chief Grants Officer.
17. **PIPELINE OF PRO-ACTIVE STRATEGIC GRANTS**
The Committee received a report of the Chief Grants Officer.
18. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no non-public questions.
19. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was no other business.
20. **CONFIDENTIAL MINUTES**
The Committee considered the confidential minutes of the meeting on 23 November 2017.
21. **RESOURCING OF THE IMPLEMENTATION OF BRIDGING DIVIDES**
The Committee received a report of the Chief Grants Officer.

The meeting closed at 3.20 pm

Chairman

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The City Bridge Trust Committee – Outstanding Actions

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
1.	20 September 2017	“Task & Finish” group to be established to look at how the City of London Corporation could be the most effective trustee of Bridge House Estates	CBT Team and Town Clerk	March 2018	In progress
2.	31 January 2018	Individual Member Skills Audit and Committee Effectiveness Evaluation	CBT Team and Town Clerk	March 2018	Final versions drafted following Members’ feedback and circulated to Members for submission
3.	31 January 2018	Committee Membership	Town Clerk and Comptroller	March 2018	To look into the Lord Mayor’s ex-officio position on the Committee
4.	31 January 2018	Officers to consult with HM Prison Service about gaps in the provision	CBT Team	March 2018	In progress
5.	31 January 2018	Spitalfields Music	CBT Team	March 2018	To seek clarification of all the Corporation funding to this charity

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Committee:	Date:
City Bridge Trust (CBT)	14 March 2018
Subject: CBT Business Plan 2018/19	Public
Report of: Chief Grants Officer (CGO) and Director of City Bridge Trust	For Decision
Report author: Scott Nixon, Head of Projects	

Summary

This report presents for information the final high-level business plan for City Bridge Trust for 2018/19. This builds on the draft considered by Members at the November 2017 CBT Committee.

Recommendation

- Members are asked to approve the City Bridge Trust's final high-level business plan for 2018/19 and provide feedback.

Main Report

Background

1. As part of the new framework for corporate and business planning, CBT, as the charitable funding arm the charity of Bridge House Estates, was asked to produce a standardised high-level, 2-side business plan for the first time in 2017/18. Plans from every department of the Corporation and relevant teams, including CBT, were presented as drafts to the relevant Committees in January/February 2017 and as finals for formal approval in May/June 2017. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives.
2. For 2018/19, CBT was asked to produce a high-level plan in draft, which was presented to your Committee alongside the CBT Budget report in November 2017, so that draft ambitions could be discussed at the same time as draft budgets. This represented a first step towards integrating budget-setting and priority-setting.
3. Whilst CBT is guided by the City of London Corporation's Corporate Plan and will align wherever feasible, governance requirements (namely the Corporation being the sole corporate trustee of the underlying charity Bridge House Estates) mean that CBT is required to follow the funding strategy approved by the Court of Common Council, on recommendation of the CBT Committee.

4. Discussions are however taking place on how best CBT can align with other key corporate processes such as workforce planning and risk management, where it is in the best interests of the charity. The next step will be the presentation of the overarching budget alongside the refreshed Corporate Plan at the Court of Common Council in March 2018.
5. With these key documents in place and a new corporate performance management process being brought forward the City Corporation will be able to deliver its charitable objectives and to drive activities to deliver on corporate priorities. Resources will be allocated in full knowledge of where it can achieve most impact on the issues and opportunities faced by the City, London and the UK. The Corporation's activity and its Corporate Plan will provide greater clarity as to opportunities for CBT to work with its trustee to deliver the Bridging Divides Funding Strategy.
6. Work is also taking place on reviewing the content and format of the supporting detail that will sit beneath the high-level business plans. This includes: information about inputs (e.g. IT, workforce, budgets, property and assets); improved links to risk registers; value for money assessments, and schedules of measures and key performance indicators for outputs and outcomes. This will be a key element in the move towards business planning becoming less of a document production process and more of a joined-up service planning process, linked to strategic objectives.

Draft high-level plan

7. This report presents at Appendix 1, the final high-level plan for 2018/19 for CBT.

Corporate & Strategic Implications

8. The CBT business plan aligns with the draft Corporate Plan as follows:
 - a) To support a thriving economy:
 - I. Businesses are trusted and socially and environmentally responsible
 - II. We have access to the skills and talent we need
 - b) To shape outstanding environments:
 - I. We inspire enterprise, excellence, creativity and collaboration
 - c) To contribute to a flourishing society:
 - II. People are safe and feel safe
 - III. People enjoy good health and wellbeing
 - IV. People have equal opportunities to enrich their lives and reach their full potential
 - V. Communities are cohesive and have the facilities they need

9. How CBT aligns with these objectives and Bridging Divides will be explored in more detail within the more detailed business plan.

Conclusion

10. This report presents the final high-level plan for 2018/19 for CBT for members to approve.

Appendices

- Appendix 1 – High-level business plan 2018/19
- Appendix 2 – Draft Corporate Plan 2018-2023

Scott Nixon

Head of Projects

City Bridge Trust

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Our vision is for London to be a city where all individuals and communities can thrive.

The corporate outcomes we aim to impact on are:

- To support a thriving economy; specifically, outcomes 5 and 8.
- To shape outstanding environments; specifically, outcomes 10 and 11.
- To contribute to a flourishing society; specifically, outcomes 1, 2, 3 and 4.

CBT's Bridging Divides Outcomes:

- For London to be a city where all individuals and communities can thrive, especially those experiencing disadvantage and marginalisation.
- To reduce inequality and grow more cohesive communities for a London that serves everyone.
- To develop London further as a global hub for charitable giving and social investment.
- To use all our financial and non-financial assets, working collaboratively, to achieve our ambitions.

What we do is:

- **Charitable Funding:** We award grants totalling approx. £12M per year to charitable organisations across Greater London.
The funding can support outcomes 1, 2, 3,4, 8, 10 and 11.
- **Social Investment:** We manage the City of London Corporation's Social Investment Fund which aims to achieve a positive financial return and demonstrable social benefit.
This supports outcome 5, themes b and c.
- **Giving:** We encourage individuals and businesses to give more time, money and skills/benefits in kind in a way that makes a positive difference.
This supports outcome 5, theme d.
- **Strategic initiatives:** We support initiatives including research, feasibility studies and conferences, often undertaken in partnership with other bodies.
The funding can support outcomes 1, 2, 3,4, 8, 10 and 11.
- **Contract management:** We manage the City of London Corporation's Central Grants Unit (CGU) and the Wembley National Stadium Trust (WNST).
WNST work supports outcome 3, theme d and CGU work supports outcome 10, theme c; outcome 8, theme d; outcome 11, theme c; and outcome 4; themes a and b.

Our budget is:

CBT Budget info for Business Plan	
	£
Grants budget (central risk)	(21,495,000)
CBT operational budget (local risk)	(2,349,000)
Central recharges & depreciation	(162,000)
Wembley National Stadium Trust (admin fee)	111,000
Central Grants Unit (admin fee)	85,000
	(23,810,000)

Our top line objectives are:

To increase the quality and impact of our charitable funding by:

- Implementing the 2018-2023 Bridging Divides Funding Strategy
- Implementing the Evaluation and Learning Plan to underpin the delivery of the strategy.
- Spending the charitable funding budget in full.
- Making the most of our non-financial assets and those of our Trustee the Corporation (including networks, expertise and related charities) to deliver the strategy.
- To deliver the WNST and CGU to an excellent standard.

What we'll measure:

- Progress against our strategic outcomes.
- Staff's use of knowledge and learning and its dissemination to other stakeholders.
- Grant spend levels and funder plus uptake against each our funding priorities.
- Use of the Corporation's non-financial resources by CBT.

	<ul style="list-style-type: none"> • The satisfaction of the WNST and CGU clients
<p>To grow the social investment market by:</p> <ul style="list-style-type: none"> • Implementing a fifth round of the Stepping Stones Fund which offers grants to organisations looking to become investment ready. • Committing a further £3million of the Social Investment Funding. • Modelling effective collaboration between private, public and voluntary sectors. 	<ul style="list-style-type: none"> • Increasing the quantity and quality of applications in the fifth round of the Stepping Stones Fund. • The social return on investment of the Fund's investments. • Number of internal/external networks engaged.
<p>To ensure the Trust is led by strategic decisions and is customer focused by:</p> <ul style="list-style-type: none"> • Ensuring all changes to charitable funding processes and Business Plan in the light of the Strategic Review are implemented. • Implementing and review all KPIs for grants assessment and management. • Continuing to encourage and respond to grantee feedback. • Ensuring officers keep up-to-date with the funding context. 	<ul style="list-style-type: none"> • Analysing the quality, breadth and number of applicants. • Analysing efficiencies in grant-making processes, against agreed KPIs and benchmarking, including complaints/compliments. • Interaction with the website and social media platforms.
<p>To encourage more giving of time, money and skills in effective ways to support thriving communities by:</p> <ul style="list-style-type: none"> • Developing a joint Giving Strategy that increases the collaboration and impact of the Trust, the City of London Corporation and Mansion House and links with the work of other key stakeholders and related charities. 	<ul style="list-style-type: none"> • Giving Strategy agreed and implemented. • Level of giving of time, money and benefits in kind across our trustee, the Corporation.
<p>How we plan to develop our capabilities this year:</p> <ul style="list-style-type: none"> • Continue to review the Trust's staffing resource and structure to ensure it is fit for purpose. • Maximise the input and engagement with Members of the CBT Committee and enable any relevant training. • Enable attendance of regular training/knowledge exchange for Officers for their Continuing Professional Development. • Review and implement the Trust's due diligence and financial procedures for the delivery of 'Bridging Divides'. 	<ul style="list-style-type: none"> • Occupancy of posts in agreed structure. • Attendance at training and charity visits.
<p>What we're planning to do in the future:</p> <ul style="list-style-type: none"> • Further embedding the 2018-2023 CBT Funding Strategy and to develop the 'total assets' approach with our trustee. • Review the implementation of the 2018-2023 Bridging Divides strategy, informed by third party review, and adjust working as a result. • Move towards full investment and further embed the balanced portfolio approach to our Social Investment Fund. • Continue to review the Learning and Evaluation Plan and adjust accordingly. • Continue to develop as a centre of excellence on charities and charitable funding and to share this expertise to enable others to increase their impact. • Contribute to the Bridge House Estates charitable review to ensure good practice and high impact. 	

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Our (draft) Corporate Plan for 2018 – 23

Our vision

The City of London Corporation is the governing body of the Square Mile dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK.

We aim to...



*By strengthening the character, capacity and connections of the City, London and the UK for the benefit of **people who live, learn, work and visit here.***

Everything we do contributes towards the achievement of twelve outcomes:

Contribute to a flourishing society

1. People are safe and feel safe.
2. People enjoy good health and wellbeing.
3. People have equal opportunities to enrich their lives and reach their full potential.
4. Communities are cohesive and have the facilities they need.

Support a thriving economy

5. Businesses are trusted and socially and environmentally responsible.
6. We have the world's best legal and regulatory framework and access to global markets.
7. We are a global hub for innovation in finance and professional services, commerce and culture.
8. We have access to the skills and talent we need.

Shape outstanding environments

9. We are digitally and physically well-connected and responsive.
10. We inspire enterprise, excellence, creativity and collaboration.
11. We have clean air, land and water and a thriving and sustainable natural environment.
12. Our spaces are secure, resilient and well-maintained.

Who we are

The Square Mile is the historic centre of London and is home to the 'City' – the financial and commercial heart of the UK. Our reach extends far beyond the Square Mile's boundaries and across private, public and charitable and community sector responsibilities. This, along with our independent and non-party political voice and convening power, enables us to promote the interests of people and organisations across London and the UK and play a valued role on the world-stage.

Our responsibilities

Beyond our statutory duties for the City, London and the UK, we are also responsible for a wide portfolio of work and institutions both inside and outside the Square Mile.

[Insert infographic(s) to be approved, which show our responsibilities within and beyond the Square Mile and how the City contributes to the UK's public purse]

The coming five years

2018-23 is likely to be another period of significant change on a global, national and regional level, bringing with it significant threats as well as opportunities.

Preventing climate change, terrorism and cyber-crime, and countering their effects, will remain high priorities. So too will retaining the UK's competitiveness, in the context of Brexit, increases in the cost of living and reductions in public sector spending.

Disruptive changes, such as the digitisation of our work and personal lives, are likely to bring both threats and opportunities to our residents, workers, visitors, partners and our own organisation.

And, of course, things will happen that we're not expecting but that we will want to respond to positively and constructively.

Our commitments

To do so, we will need to be relevant, responsible, reliable and radical as an organisation. We will need to think and act strategically and at pace. And we will need to ensure that everyone can share in the benefits we aim to create.

This means as individuals we must be open: to unlocking the full potential of our many assets – our people, heritage, green and urban spaces, funds, data and technology; to trying new things and learning as we go; and to working with our stakeholders and partners who share our aims.

How we'll use this plan

This plan is designed to be used as a strategic framework to guide our thinking and decision-making and help ensure that everything we do takes us closer to achieving our vision.

It sets out our vision, the aims and outcomes that drive us, our responsibilities, challenges and commitments and the high-level actions we'll take to help our elected Members and staff see where to focus their efforts to achieve sustainable systemic change.

In year one we will use it to develop our strategic priorities, to decide how best to go about delivering them, to allocate resources towards pursuing them and to find out what effect we are having as a result.

Over the five-year term of the plan we will use it to identify where we need to innovate, with whom we can collaborate and how we can align and drive all our activities to achieve the greatest possible impact on the things we feel are important.

To contribute to a flourishing society

We will...

1. People are safe and feel safe

- Prepare our response to natural and man-made threats.
- Tackle terrorism, violent and acquisitive crime, fraud, cyber-crime and anti-social behaviour and facilitate justice.
- Protect consumers and users of buildings, streets and public spaces.
- Safeguard children, young people and adults at risk.
- Educate and reassure people about safety.

2. People enjoy good health and wellbeing

- Promote equality and inclusion in health through outreach to our working, learning and residential communities and better service design and delivery.
- Raise awareness of factors affecting mental and physical health.
- Provide advice and signposting to activities and services.
- Provide inclusive access to facilities for physical activity and recreation.

3. People have equal opportunities to enrich their lives and reach their full potential

- Promote and champion diversity, inclusion and the removal of institutional barriers and structural inequalities.
- Provide access to world-class heritage, culture and learning to people of all ages, abilities and backgrounds.
- Promote effective progression through fulfilling education and employment.
- Cultivate excellence in academia, sport and creative and performing arts.

4. Communities are cohesive and have the facilities they need

- Bring individuals and communities together to share experiences and promote wellbeing, mutual respect and tolerance.
- Support access to suitable community facilities, workspaces and visitor accommodation.
- Help provide homes that London and Londoners need.

To support a thriving economy

We will...

5. Businesses are trusted and socially and environmentally responsible

- Champion the ease, reliability and cost-effectiveness of doing business here.
- Model new ways of delivering inclusive and sustainable growth.
- Support, celebrate and advocate responsible practices and investments.
- Advocate and facilitate greater levels of giving of time, skills, knowledge, advice and money.

6. We have the world's best legal and regulatory framework and access to global markets

- Promote regulatory confidence founded on the rule of law.
- Influence UK and global policy and regulation and international agreements to protect and grow the UK economy.
- Lead nationally and advise internationally on the fight against economic and cyber-crime.
- Attract and retain investment and promote exports of goods and services across multiple global markets.

7. We are a global hub for innovation in financial and professional services, commerce and culture

- Support organisations in pioneering, preparing for and responding to changes in regulations, markets, products and ways of working.
- Strengthen local, regional, national and international relationships to secure new opportunities for business, collaboration and innovation.
- Preserve and promote the City as the world-leading global centre for financial and professional services, commerce and culture.
- Promote London for its creative energy and competitive strengths.
- Promote the UK as open to business and enterprise and for its world-leading education offer.

8. We have access to the skills and talent we need

- Promote the City, London and the UK as attractive and accessible places to live, learn, work and visit.
- Champion access to global talent.
- Identify future skills needs, shortages and saturations.
- Champion investment in relevant skills and diverse talent pools.

To shape outstanding environments

We will...

9. We are digitally and physically well-connected and responsive

- Champion and facilitate a world-leading digital experience.
- Develop and trial smart innovations and better manage demand.
- Advocate ease of access via air, rail, road, river and sea.
- Improve the experience of arriving in and moving through our spaces.

10. We inspire enterprise, excellence, creativity and collaboration

- Provide world-class spaces for businesses and markets to thrive.
- Curate a vibrant, attractive and complementary blend of uses of space.
- Create and transform buildings, streets and public spaces for people to admire and enjoy.
- Protect, curate and promote world-class heritage assets, cultural experiences and events.
- Champion a distinctive and high-quality residential, worker, student and visitor offer.

11. We have clean air, land and water and a thriving and sustainable natural environment.

- Provide a clean environment and drive down the negative effects of our own activities.
- Provide thriving and biodiverse green spaces and urban habitats.
- Provide environmental stewardship and advocacy, in use of resources, emissions, conservation, greening, biodiversity and access to nature.
- Influence UK and global policy and regulation and international agreements to protect the environment.

12. Our spaces are secure, resilient and well-maintained

- Maintain our buildings, streets and public spaces to high standards.
- Build resilience to natural and man-made threats by strengthening, protecting and adapting our infrastructure, directly and by influencing others.

Committee: City Bridge Trust	Dated: 14 th March 2018
Subject: Progress Report	Public
Report of: Chief Grants Officer (CGO) and Director of City Bridge Trust	For Information

Summary

This is a regular report by the CGO. You are asked within this report to note updates on the following:

- Bridging Divides, charitable funding strategy implementation
- Youth Providers' Event – Collaboration and Leadership
- Peer to Peer Grantee support grant
- Bridge to Work – mental health grant
- Charities and Safeguarding
- Spitalfields Music

Recommendation

- a) That the report be noted.

Main Report

Introduction

1. You will recall that you have agreed that each of the City Bridge Trust (CBT) Committee Meetings will begin with a presentation on a particular aspect of the work you support. On this occasion, we are trialling a different format with a pre-committee working lunch in the Members' private dining room. Clare Thomas and Deborah Xavier who have been engaged by London Funders, through CBT strategic initiative funding, to support the development of local giving schemes in London will be speaking to you over the lunch.
2. Inspired by Islington Giving, London's Giving aims to promote place-based giving initiatives within London boroughs. You are currently funding London Funders, as a strategic initiative, to develop this movement at the local level and to share the learning. In addition, you are funding several local giving schemes, also as strategic initiatives, with their development costs.
3. Local giving schemes play an important role in helping to build stronger, more resilient communities and therefore closely align with your new Bridging

Divides strategy whose vision is for a London where all individuals and communities can thrive. When you launch your new programmes in April, local giving schemes will be a specific priority under the 'Connecting the Capital' programme.

4. There are currently 12 local giving schemes operating in London, with a further 11 currently under development. Whilst each scheme benefits from being part of the London's Giving network and sharing learning from one another, each scheme is quite different, being characterised by local conditions.

Bridging Divides Charitable funding Strategy implementation

5. Work continues on the implementation of the Bridging Divides Strategy 2018 – 2023, following your approval of the proposed programme priorities and overarching funding policies at your last meeting.

Learning Partner

6. A Learning Partner, Renaisi, has been appointed through competitive tender to work with us during the period of Bridging Divides. Renaisi is a social enterprise whose mission is to help people and places to thrive. It is currently engaged as a learning partner with a number of trusts and foundations, including the Citizenship Integration Initiative that you are funding in partnership with the Greater London Assembly (GLA), Trust for London, Unbound Philanthropy, Paul Hamlyn Foundation and Pears Foundation.
7. The inception meeting has now taken place and the partnership will commence with a workshop for CBT staff to explore the challenges presented by the strategy and the potential insights that its delivery may present. How the Trust enables inclusion of those who are disadvantaged or marginalised will be at the heart of Renaisi's work.
8. One to one meetings with key members of staff and the Chairman and Deputy Chairman to discuss the proposed evaluation activities will follow soon after. Other outputs will include six-monthly reports focusing on key external trends and changes affecting the London context and changes, including within the policy environment. A succinct report will be produced annually report with clear, practical recommendations for how to improve the way that the Trust 'lives' its values and how these are embedded in the Bridging Divides strategy. It is proposed that present this to Members at the CBT strategic half away-day.

Funder Plus

9. At your November meeting, we set out proposals for improving your Funder Plus offer and better aligning it with other funders. To this end, we held a very positive roundtable for interested parties on 30th January 2018. There is a

strong appetite to work together to improve our respective offers. A further update will be brought to your next meeting.

Training

10. Two well-received workshops have been held and a third is planned for CBT staff, looking at what it means to be a vision and values-led funder and how it might change how we work. Training for Committee Members is in the process of being arranged.

Sense checking

11. Work is underway to re-draft the Members Handbook which in turn will provide content for our website. A cross-sectoral roundtable has been arranged on 26th March 2018, with approximately 10 civil society organisations, representing the range of work that you support, with a view to them acting as critical friends and to 'sense check' the content.

Youth Providers Event – Collaboration and Leadership

12. An event was held at Mansion House on 15th January (at the invitation of Alderman Peter Estlin) to examine what might be required to enable and encourage organisations in the youth sector in London to collaborate and work more closely together. Also up for discussion was how to support leadership development. (The format of the event was similar to that which you instigated last year to look at how the LGBT sector could be supported.)
13. After the Chairman's introduction an invited audience of 35 heard presentations from some of London's key providers. All spoke of their commitment to supporting better collaboration with small, local, providers. The second part of the seminar saw delegates split into smaller groups to discuss four questions on collaboration and leadership.
14. Some of the key points raised included: the need to initiate and enable networking opportunities between groups; support leadership development programmes; support good partnerships – those which underpin equalities and which respect and sustain all partners; support place-based approaches to providing services.
15. Some of the key points raised will be incorporated within the implementation of the Bridging Divides strategy where, for example, your officers will look to facilitate networking opportunities. Your officers are also discussing with other key agencies how, together, we might be able to support leadership training.
16. A "quick-win" from the seminar occurred in the week following it when two key organisations met to discuss how they would work more effectively together in the future – which until then had been something of an obstacle.

Peer to Peer Grantee support grant

17. A small delegated grant has been made to fund peer support between two existing CBT grantees, a new departure for CBT. Instead of offering the support of an external consultant, the skills and experience of a CBT grantee working in the same sector will offer a combination of knowledge, support and useful networking connections to a new CEO who is acting up, during a period of substantial development and change. CBT funding has been awarded to deliver between six and ten mentoring sessions, at which the acting CEO will be supported to tackle a range of operational, programmatic, governance and finance-related challenges. It is hoped that this grant will provide a model for Peer to Peer grantee support that can be scaled-up as part of Bridging Divides, reflecting the value of being adaptive, creative and purposeful.

Bridge to Work – mental health grant

18. In June 2017, the Court of Common Council agreed a grant to the Centre for Mental Health for the mental health strand of the Bridge to Work programme. The grant funds the implementation of Individual Placement Support (IPS) in two locations in London, supporting individuals to enter employment shortly after diagnosis. Support, training, clinical care and welfare advice are offered while individuals are 'on the job' in the belief that treatment for mental ill health is complemented by individuals being employed. Following the project's development stage, IPS employment services in Bromley and Newham commenced in December and January respectively and have both been attracting referrals. Bromley has received 55 referrals and has 7 paid work outcomes to date. Newham has received 42 referrals and has 2 paid work outcomes. These figures are in line with agreed outcome targets for this grant and refers to the intensity of the interventions.
19. Each project is delivered in partnership with local Mind partners (Mind in Tower Hamlets & Newham, and Bromley & Lewisham Mind) and both are being supported by the Centre for Mental Health's CBT funded Manager, to bid - through the local Sustainability and Transformation Partnerships for NHS England - for transition funding (from the Five Year Forward View initiative). Each bid will initially propose to increase the numbers of workers in the IPS teams during 2018-2020, with plans in place to extend their provision into Greenwich in 2019-2021. If successful, these bids will double the numbers of people who can be helped by the CBT funded service, and crucially, will ensure that the local Mind services have the best chance of mainstream funding after the two years of CBT grant funding. This is a good potential example of how CBT funds may be used as leverage.

Charities and Safeguarding

20. Members will be aware of the recent safeguarding issues affecting some major charities.

In December 2017, the Charity Commission re-issued its guidance on safeguarding and affirmed that *“Safeguarding should be a key governance*

priority for trustees. Any failure by trustees to manage safeguarding risks adequately is of serious regulatory concern to the Commission.”

21. It reminded the charity sector that safeguarding applies to all charities – not just those working with children or with vulnerable adults – as it includes responsibilities for keeping staff, volunteers, etc safe from harm and goes beyond preventing physical abuse, to include protecting people from harm generally, including neglect, emotional abuse, exploitation, radicalisation, and the consequences of the misuse of personal data.
22. The Association of Charitable Foundations (ACF) held a half-day seminar last month to discuss some of the issues from funders’ perspectives. At the seminar, attended by 12 other funders, we were reminded of the following:
 - *Where a charity funds other organisations, such as overseas partners, that work with children or adults at risk, its trustees should carry out appropriate due diligence so that they can be confident that their partner has in place appropriate safeguarding policies and procedures. Trustees should be confident that the partner is capable of delivering the proposed activities or services and has in place appropriate systems of control, including adequate safeguarding policies and procedures.*
23. Given the specific responsibility placed on charity funders by the Charity Commission, and the implementation of the new charitable funding strategy Bridging Divides, it is timely that CBT reviews our practices on how we can be assured of good practice within all grant recipients. Your officers will liaise with ACF, other funders, and with the City of London’s Director of Community and Children’s Services to undertake this review and we will report findings and recommendations to your May Committee.

Spitalfields Music

24. At your last Committee a grant was approved for Spitalfields Music (SM) to provide arts and music engagement to reduce isolation and increase physical activity and well-being for 180 residents in three care homes in East London. Members requested an update on the other funding received by SM from the CoLC. Grants have been awarded to SM from City’s Cash, City Fund, CBT and the City Educational Trust since 1996. SM have a current grant awarded by the City Educational Trust in 2016/17 of £135,000 (Over 3 years: 2016/17 - £45,000; 2017/18 - £45,000; 2018/19 - £45,000) for educational work associated with the festival. SM has been advised that any future funding from CoLC will need to fit with the new programmes and eligibility criteria of the Central Grants Programme.

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Committee	Dated:
City Bridge Trust	14 th March 2018
Subject: Grant Applications – statistical summary	Public
Report of: Chief Grants Officer (CGO) and Director of City Bridge Trust	For Information
Report author: Jemma Grieve Combes, Grants Officer	

Summary

This paper summarises applications received and action taken under your grants programmes this financial year, including those recommended for decision to this meeting. 65 applications will be dealt with at today's meeting, including 20 grant recommendations, and 15 grants to be noted as approved under delegated authority. The remaining 30 applications were either withdrawn, lapsed or are recommended for rejection.

Recommendations

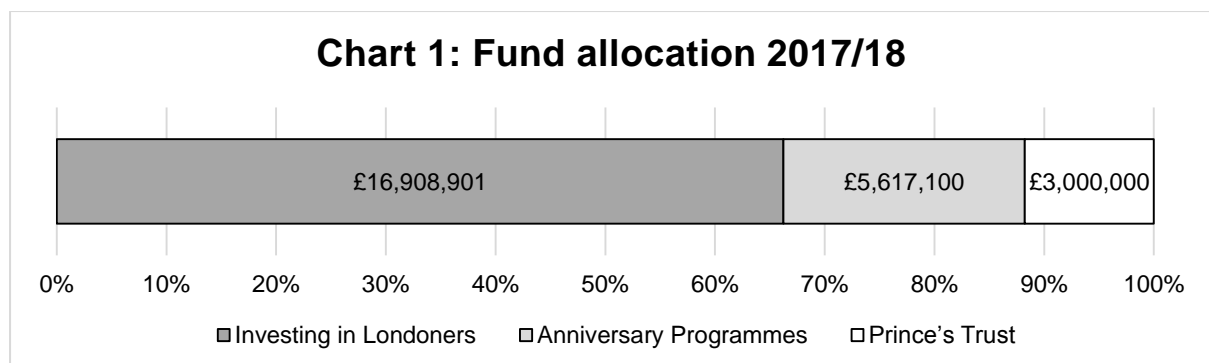
Members are asked to:

- a) Note the report
- b) Consider the grant recommendations in the subsequent annexes

Main Report

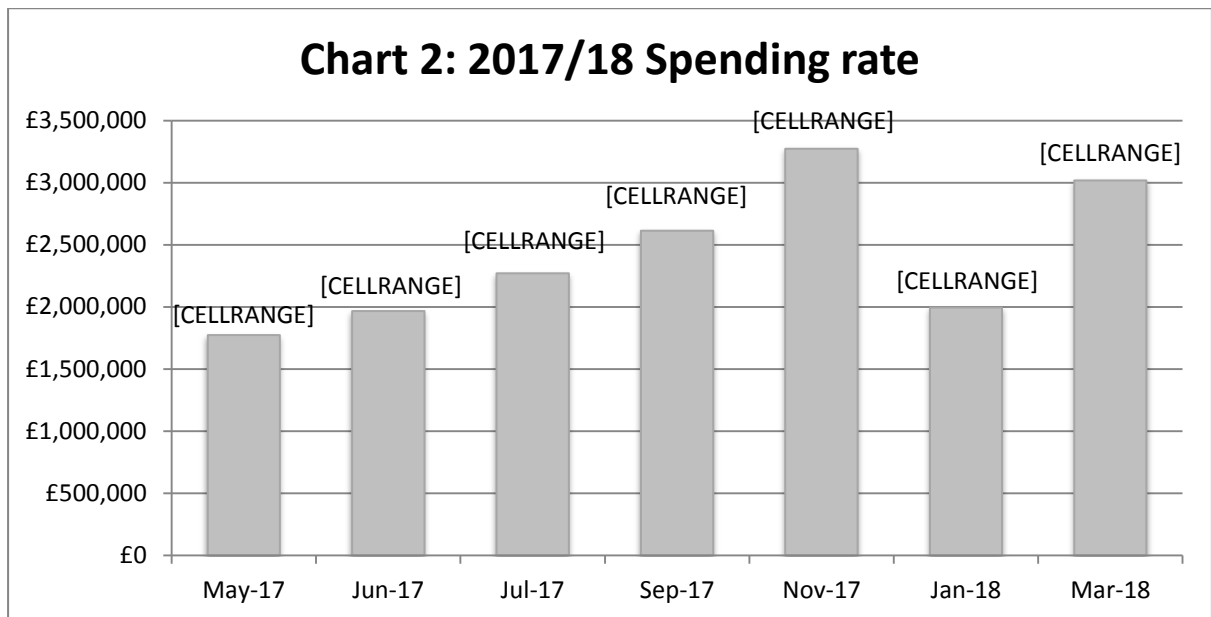
Background

1. This paper summarises action taken and proposed this financial year against the Trust's total 2017/18 available funds (including Princes Trust) of £25,526,001. Chart 1 shows the allocations of funding against the Trust's three current grant-making streams. This paper shows today's funding decisions for each stream in the context of funds awarded to date and proposals for funds remaining.



Core Investing in Londoners Grants Budget 2017/18

2. In the first six meetings of 2017/18 the Trust committed 82% of the available funds for Investing in Londoners. Today's meeting proposes commitments for the final 18% (26 requests for a total recommended sum of £3,017,887). You can see from Chart 2 that the spending rate at each Committee meeting is broadly in line with expectations of an even spend across the year (14% per meeting).



3. Table 1 (below) shows the Investing in Londoners grants budget for the current year; the total amount already committed in 2017/18; the amount recommended at this meeting; and the balance remaining. The figure for write-backs and revocations of grants, or parts of grants, previously awarded is for the full year to date. The sum represents 3% of the annual grants budget and, as such, is not unduly high.

Table 1: Overall spend against 2017/18 Investing in Londoners grants budget

	Grants budget	Grants spend	% spend of annual budget
Original Grants Budget	£15,000,000		
20th anniversary budget uplift	£1,000,000		
Write-Backs & Revocations in year to date	£583,901		3%
Other income	£51,000		
Carry forward 2016/17	£274,000		
Total Funds Available	£16,908,901		
Previous Committee meetings			
May 2017+		£1,773,300	10%
June 2017		£1,965,850	12%
July 2017		£2,270,330	13%
Sept 2017		£2,613,829	15%
Nov 2017		£3,273,010	19%
Jan 2018		£1,994,695	12%
Sub-total approved spend		£13,891,014	82%
Remaining budget	£3,017,887		
Today's recommendations			
March 2018 - recommended grant spend		£3,017,887	18%
March 2018 - recommended non-grant spend*		£0	0%
Total spend recommended today		£3,017,887	18%
Total annual spend		£16,908,901	100%
Remaining budget	£0		0%
Summary			
Grants committed		£13,891,014	82%
Spend recommended		£3,017,887	18%
Balance remaining	£0		0%

+£108,000 of this is the budget that has been allocated to Strategic Review spend, carry forward from 2016/17

*This represents expenditure such as management costs of specific initiatives, evaluation activity or related research that is recommend for approval but will not be awarded as a grant to another charity

4. The Trust is currently assessing Investing in Londoners applications, and Strategic Initiatives at a total value of £6,746,211. It would be fair to assume that approximately 55% of the grants requested would be eventually recommended. Any remaining Investing in Londoners applications recommended for approval in 2018/19 will be committed against the first year of the Bridging Divides budget.

Table 2: Proposed use of future years budget	
Value of submitted applications - under assessment	£6,152,597
Value of proposed strategic initiatives	£593,614
Total requests under assessment	£6,746,211

5. Investing in Londoners has several strands and more detail is provided on spend by strand in appendix A.

6. In addition to the core Investing in Londoners budget, the Trust also manages 20th Anniversary funding carried forward since 2015-16, which is designated for use towards employability and infrastructure programmes. A carry-forward budget was agreed for both programmes for 2017/18.

Anniversary Programmes

7. **Anniversary Employability programme:** Funds for the Anniversary Employability programme of £4,735,000 (i.e. Bridge to Work and Centre for Mental Health) have now been fully committed with no balance remaining, however as some of these commitments relate to fees and services, alongside the bursary scheme (for which a grant of £385,000 was made to Leonard Cheshire Disability following your meeting in May 2017), some amounts will be formally allocated in future years over the 5-year life of this programme.

Table 3: Anniversary programme: employability (20th anniversary budget uplift of 40%)			
	Budget	Spend	% spend of annual budget
Carry forward from previous years	£2,735,000		
2017/18 new budget	£2,000,000		
Total budget available	£4,735,000		
Spend at previous meetings in 2017/18			
May-17		£4,735,000	100%
Current allocation- grants £3,860,568			
-fees and services £874,432			
Recommended spend today		£0	0%
Total spend		£4,735,000	100%
Remaining budget	£0		0%
Summary			
Spend committed		£4,735,000	100%
Spend recommended		£0	0%
Balance remaining	£0		0%

8. **Anniversary Infrastructure Support:** Your Infrastructure Support Anniversary programme had total available funds of £3,713,000. Of this, £2,830,900 is forecast to be committed in 2018/19 in line with the implementation of The Way Ahead and the Cornerstone Fund, following extensive consultation and liaison with the sector. This leaves a balance of £882,100 available for the current year 2017/18. Of this, £660,000 has already been committed and the final £222,100 is reported as approved by delegated authority at today's meeting.

Table 4: Anniversary programme: infrastructure support (20th anniversary budget uplift of 40%)			
	Budget	Spend	% spend of annual budget
Carry forward from previous years	£1,713,000		
2017/18 budget	£2,000,000		
2018/19 forecast commitment	(2,830,900)		
Total budget available	£882,100		
Spend at previous meetings in 2017/18			
Jul-17		£310,000	35%
Sep-17		£350,000	40%
Recommended grant spend today		£222,100	25%
Recommended non-grant spend today*		£0	
Total spend		£882,100	100%
Remaining budget	£0		0%
Summary			
Spend committed		£660,000	75%
Spend recommended		£222,100	25%
Balance remaining	£0		0%

*This represents expenditure such as management costs, evaluation activity or related research that is recommend for approval but will not be awarded as a grant to another charity

Prince's Trust

9. The Trust has managed an annual grant award of £1,000,000 to The Prince's Trust since 2014. This now forms part of the 3-year commitment of £3,000,000 which is recommended for approval at today's meeting.

	Budget	Spend	% spend of annual budget
Table 5: Funding for Prince's Trust funding (agreed Oct 14)			
2017/18 budget	£3,000,000		
Recommended grant spend today		£3,000,000	100%
Summary			
Balance remaining in 2017/18	£0		

10. Spending progress against the total 2017-18 grant allocation is summarised in Table 6 and shown in charts 3 and 4.

Table 6: Spending progress by grant programme				
	2017-18 allocation	Year to date	Today's meeting	Balance remaining
Investing in Londoners	£16,908,901	£13,891,014	£3,017,887	£0
Anniversary Programmes	£5,617,100	£5,395,000	£222,100	£0
Prince's Trust	£3,000,000	£0	£3,000,000	£0
	£25,526,001	£19,286,014	£6,239,987	£0

Chart 3: Investing in Londoners spending progress

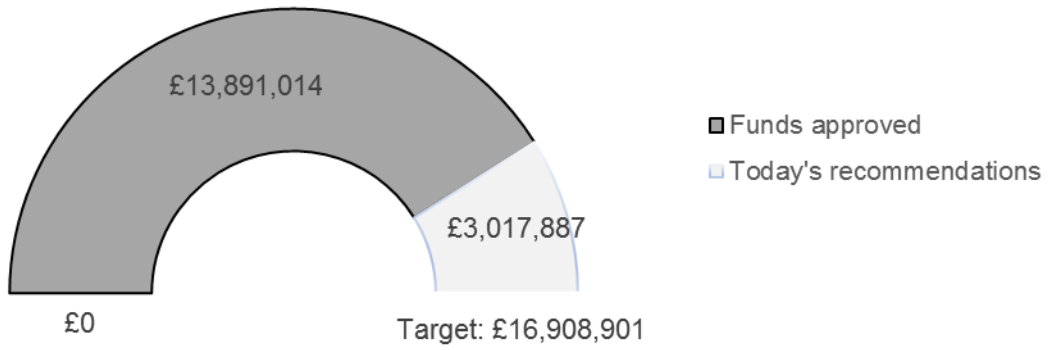
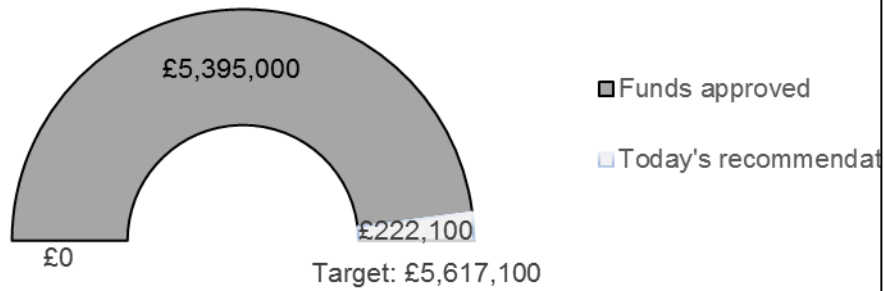


Chart 4: Anniversary programmes spending progress



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Appendix A – Detailed breakdown of Investing in Londoners’ spend for 2017-18

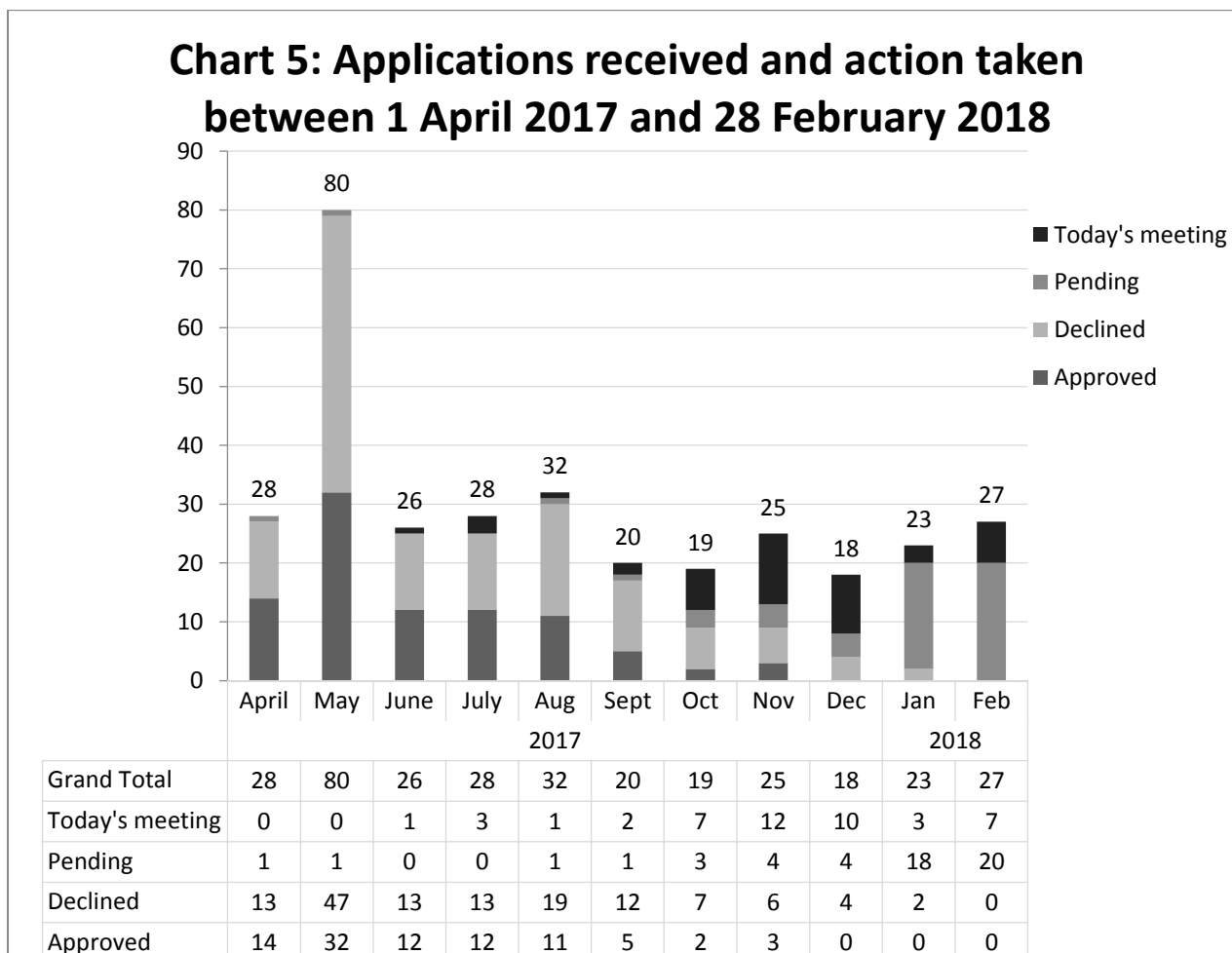
Table 1 shows the grant awards you have made this financial year under Investing in Londoners and today’s recommendations by programme.¹

Table 1: Investing in Londoners awards and recommendations by programme

Fund/Program	Number of grants				Value of grants			
	Year to date	Today's meeting	Total	% total grants	Year to date	Today's meeting	Total	% total value
English for Speakers of Other Languages	6	1	7	3%	£437,720	£90,000	£527,720	3%
Improving Londoners' Mental Health	10	1	11	5%	£1,153,090	£120,000	£1,273,090	8%
Improving London's Environment	7	1	8	4%	£632,350	£47,800	£680,150	4%
Making London More Inclusive	17	5	22	11%	£1,837,460	£466,500	£2,303,960	14%
Making London Safer	8	0	8	4%	£951,300	£0	£951,300	6%
Older Londoners	20	3	23	11%	£1,900,600	£265,800	£2,166,400	13%
Reducing Poverty	15	7	22	11%	£1,582,540	£594,940	£2,177,480	13%
Resettlement & Rehabilitation of Offenders	4	0	4	2%	£370,300	£0	£370,300	2%
Stepping Stones	16	0	16	8%	£617,000	£0	£617,000	4%
Strengthening London's Voluntary Sector	13	0	13	6%	£1,560,844	£0	£1,560,844	9%
Strategic Initiatives	17	5	22	11%	£2,308,453	£1,103,950	£3,412,403	20%
Partnership programme	0	1	1	0%	£0	£324,697	£324,697	2%
Eco-audits	9	1	10	5%	£23,600	£2,200	£25,800	0%
Access Audits	5	0	5	2%	£10,530	£0	£10,530	0%
Exceptional Grants	34	1	35	17%	£335,915	£2,000	£337,915	2%
Non-grant spend	n/a	n/a	na/	n/a	£169,312	£0	£169,312	1%
Grand total	181	26	207	100%	£13,891,014	£3,017,887	£16,908,901	100%

¹ Making London More Inclusive excludes access audits which are shown separately.

1. Chart 5 (below) shows the flow of applications received over the last year and action taken, allowing any seasonal variations to be seen. This excludes Strategic Initiatives as they are usually solicited rather than open programmes.



2. Between 1 April 2017 and 28 February 2018 326 applications were received for the Investing in Londoners programmes. Excluding the applications being considered at this meeting, 91 applications have been approved, 136 declined and 53 are pending. Some of the applications pending for several months are either still under consideration by your officers or have failed to provide information requested and will be lapsed in due course. The spike in applications seen in May 2017 is due to the closing date for a round of the Stepping Stones Fund. Otherwise applications are fairly evenly spread across the year, which is comparable to previous years.
3. Officers are asking you to consider 65 applications at this meeting, as presented in the subsequent annexes and reports. Of these, 20 are recommended for a grant and 15 are reported as having been approved under the scheme of delegations. A further 17 are recommended for rejection, 9 applications have been withdrawn by applicants, and 4 has been lapsed.

Table 2: Action to be taken on applications today		
Investing in Londoner's applications		
Action to be taken	Number	Amount
Applications recommended for grant to Committee	20	£2,933,097
Funding approved by delegated authority up to £10,000 (to note)	4	£11,040
Funding approved by delegated authority from £10,001 - £25,000	0	£0
Funding approved by delegated authority from £25,001 - £50,000	2	£73,750
Applications recommended for rejection	13	n/a
Rejections approved by delegated authority (to note)	0	n/a
Withdrawn applications (to note)	9	n/a
Applications lapsed (to note)	4	n/a
Total Investing in Londoners applications	52	£3,017,887
Anniversary funding streams		
Funding approved by delegated authority	9	£222,100
Rejections	4	n/a

Grants in Management

The total of grants currently under the on-going management of your Grants Officers is shown in Table 3. Prior to the approvals recommended for this Committee, the total sum for grants currently being managed is £28,994,270. Should the Committee approve the applications proposed at today's meeting, this balance will rise to £35,234,257.

Table 3 Grant commitments under management as at 28th February 2018		
Table for 2017/18 year-to-date	£	£
Prior year grant commitments brought-forward as at 31 March 2017		27,600,000
Grant awarded in 2017/18	19,508,114	
Grant write-backs in 2017/18	<u>(583,901)</u>	
		18,924,213
Payments made in 2017/18 to Grantees		(17,529,943)
Current grant commitments as at 28 February 2018		28,994,270

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INDEX OF GRANT RECOMMENDATIONS

	Ref No.	Organisation	Requested Amount	Recommended Amount
<u>Investing in Londoners: partnership programme</u>				
a	14551	Buttle UK	£297,500	£324,697
<i>Total Investing in Londoners: partnership programme</i>			£297,500	£324,697
<u>Strategic Initiatives</u>				
b	14509	Heart of the City	£184,032	£475,000
c	14536	John Lyon's Charity	£300,000	£300,000
d	14531	Trust for London (in non-public)	£300,000	£300,000
<i>Total Strategic Initiatives</i>			£484,032	£1,075,000
<u>Investing in Londoners</u>				
<u>English for Speakers of Other Languages</u>				
e	14357	Women for Refugee Women	£90,000	£90,000
<i>Total English for Speakers of Other Languages</i>			£90,000	£90,000
<u>Improving Londoners' Mental Health</u>				
f	14321	BANG Edutainment Ltd	£91,172	£120,000
<i>Total Improving Londoners' Mental Health</i>			£91,172	£120,000
<u>Making London More Inclusive</u>				
g	14330	Children's Trust	£67,240	£60,000
h	14513	Down's Syndrome Association	£198,006	£117,000
i	14284	Parochial Church Council of St Mary, Stoke Newington	£100,000	£22,500
j	14399	Rethink Mental Illness	£132,909	£113,000
k	14483	Sense	£153,939	£154,000
<i>Total Making London More Inclusive</i>			£652,094	£466,500

	Ref No.	Organisation	Requested Amount	Recommended Amount
<u>Older Londoners</u>				
l	14328	Community Empowerment and Support Initiatives (CESI)	£124,806	£69,600
m	14506	Royal Hospital Chelsea Appeal Ltd	£120,700	£120,700
n	14504	Saint Francis Hospice	£75,478	£75,500
<i>Total Older Londoners</i>			£320,984	£265,800
<u>Reducing Poverty</u>				
o	14219	Alternatives Trust East London	£90,000	£90,000
p	14332	Community Links Trust Ltd	£132,964	£158,500
q	14331	Deptford Reach	£95,067	£31,000
r	14397	Hammersmith and Fulham Law Centre	£148,500	£183,600
s	14234	Help Somalia Foundation	£71,758	£70,000
t	14333	TaxAid UK	£57,659	£58,000
<i>Total Reducing Poverty</i>			£595,948	£591,100
Grand Total for Investing in Londoners			£2,531,730	£2,933,097

Committee:	Date:
City Bridge Trust	14 th March 2018
Subject: Partnership with Buttle UK (ref 14551)	Public
Report of: Chief Grants Officer (CGO) and Director of City Bridge Trust	For Decision
Report author: Jenny Field, Deputy Chief Grants Officer	

Summary

This report requests funding to continue your current partnership with Buttle UK for a further year from April 2018 through a hardship fund, the Anchor Project, for London families re-building their lives following domestic abuse.

Recommendation

Members are asked to:

- Approve a grant of £324,697 over one year for the continuation of the Anchor Project supporting families in London who have experienced domestic abuse to resettle.

Background

1. In November 2013, you approved a grant of £470,000 to enable Buttle UK to establish a hardship fund (known as the Anchor Project) for families to help them re-build their lives following domestic violence. A further grant of £634,000 was approved by the Court of Common Council in December 2014.
2. These grants enabled Buttle UK to design the Anchor Project to provide a holistic package of support for families affected by domestic violence, combining practical and emotional support provided by its network of referral agencies and cash grants of up to £2,000 administered by Buttle UK.
4. At the time, whilst Buttle UK had a strong track record in making grants to individual families, the average size of grant from its other funds was usually around £300. However, many families escaping domestic violence have to leave the home with few, if any, personal or household items. It was hoped that the more holistic approach combined with a larger grant would help the families concerned take the all-important step of leaving an abusive relationship and successfully rebuild their lives.

Progress to date

6. The project has broken new ground in two respects. Firstly, it was the first time that the holistic approach, outlined above, had been piloted in London. Secondly, it has taken a child-centred approach and all grants must be used to meet the unmet needs of the children – be this physical, emotional, educational or recreational needs. This approach therefore challenged the common presumption that by meeting the mother's needs, the child's needs will also have been met.
9. To date, the Anchor Project has awarded 633 grants totalling £772,387. The average value of grants has been £1,220, and 1400 children have benefitted.
10. Independent evaluation of this approach has been an important part of the project. You hosted the launch of the evaluation report at a well-attended event in November 2017. The evaluation found that the enhanced, holistic package of support meant that the grants had long-term benefits for children, beyond the immediate impact achieved when the support was delivered. By supporting the children's overall educational, emotional and social needs, as well as their practical needs, the Anchor Project has been able to build the resilience and confidence of the children concerned.
11. As well as providing very practical support, by helping to furnish and equip a new home, Anchor grants have been used to fund extra tuition, after school activities and computers, thereby improving the child's school performance, as well as therapy and after-school activities to help the child overcome the trauma of living with domestic abuse, thereby improving their emotional well-being.

Current Need

12. Domestic abuse continues to be the most frequent reason why Buttle UK receives an application. Of the 10,000 grants it made in the last year, over 28% of referrals made reference to domestic abuse, either as a main or as a contributing factor. The number of grants awarded by Buttle UK to families affected by domestic abuse has increased by 22% in the last year alone.
13. At the same time, funding for domestic abuse services is very challenging. According to the Bureau of Investigative Journalism, local authorities have already cut spending on refuges by 24% since 2010. Those refuges that were promised part of an additional £20 million fund from the Government to boost spaces have had an inconsistent experience of actually receiving it.
14. Meanwhile, Local Welfare Payments, intended to provide grants to cover emergency costs/crisis payments, are vulnerable to cuts in local authority budgets. Since 2013/14, when these payments were introduced, many local authorities have reduced their local schemes to a fraction of their original size and some have shut them down entirely.
15. With budgets likely to be more stretched than ever, the need for the Anchor Project will continue.

Developing Chances for Children Grants

16. Establishing the Anchor Project has supported Buttle UK's wider strategic direction. It now forms part of its Chances for Children strategy. Historically, the average grant from Buttle UK had been around £300 which typically paid for basic household items such as cookers, fridges, washing machines and children's beds. Through the Anchor Project, Buttle UK has learned that a grant of between £1,000 and £2,000, tailored to the specific needs of the grantee, could have a much greater impact by going beyond merely meeting material needs and could help children and young people over a longer period.
17. Therefore, it decided to develop the concept of 'enhanced grants' – now referred to as Chances for Children grants – and test it across a range of groups to which it traditionally made the most grants: families affected by domestic abuse (i.e. Anchor Project grants); young people estranged from their families; and struggling families. To date, the results have been very positive across all three groups.
18. In 2016, Buttle UK set itself the ambitious role of raising an additional £10 million to enable it to make more of these 'enhanced' grants and has so far raised £2 million towards this target.
19. As a result of this changed strategy, Buttle UK decided to stop running the BBC Children in Need (BBC CIN) Emergency Essentials programme, having done so for 14 years. It had carried the financial cost for delivering this contract because it supported Buttle UK's broader organisational work supporting children and young people in need. Although there is an unquestionable need for Emergency Essentials, Buttle UK's Trustees agreed in September 2017 that it would not re-tender for the contract at this time, so that resources could focus on delivering Chances for Children grants. The contract with BBC CIN comes to an end at the end of March 2018, although it will work closely with both BBC CIN and the new provider to ensure a seamless transition.
20. Buttle UK plans to roll out the Anchor Project to other parts of the UK, depending on availability of funding. Comic Relief, for example, has awarded £100k to deliver the Anchor Project in the West Midlands over the next two years. It expects to spend more than half of the £1.5m it has available for grants next year (2018/19) on Anchor grants across the UK.
21. The work you have funded in London over the past four years has been key to this growth and Buttle UK is keen to maintain the momentum in the capital. From a slow but steady start in 2014, it expects to award over 200 Anchor Project grants in the 2017/18 financial year alone. It has developed a network of over 100 referral agencies in London from the voluntary and statutory sectors and has made some critical strategic partnerships in this time, which it proposes to use as a platform for developing the next phase of the funding, if you approve a grant today.

Anchor Project Budget

Budget Item	Cost
Grants	252,000
Salaries	37,500
In-house evaluation	4,000
Marketing & Dissemination	4,000
Total	297,500

22. You will see that the amount recommended (£324,697) is slightly above the sum in the budget. Officers are of the view that the Anchor Project is delivering such important outcomes for some of our most vulnerable children and young people that an increased amount will be put to very good use and is possible within the total funding available for grants at today's meeting.

Financial Information

23. The income reported in the accounts to 31 March 2017 is not comparable to that shown in the forecasts in the table below as the former includes investment income (£1.1m) and the latter includes the value of transfers from the endowment (£3.8m in 2018 and £2.4m in 2019) rather than investment income.
24. The reduction in income forecast for 2018/9 is largely due to the loss of income from BBC CIN as explained in paragraph 19 (£2,750,000 in 2017/18).
25. Whilst Buttle UK's unrestricted funds are comparatively low relative to turnover, it has considerable endowment funds. The Charity Commission granted the charity a total return order in 2006, which permits it to spend the unapplied total return of its endowment, provided this is balanced against its current and future commitments to beneficiaries. The trustees review this policy annually. Officers are satisfied that it has access to sufficient funds to meet any future financial obligations.

Year end as at 31 March	2017	2018	2019
	Audited Accounts	Forecast	Budget
	£	£	£
Income & expenditure:			
Income	4,574,000	7,550,000	3,936,000
- % of Income confirmed as at 19/02/2018	n/a	100.00%	92%
Expenditure	(6,043,000)	(7,413,000)	(3,927,000)
Net surplus/(deficit)	(1,469,000)	137,000	9,000
Net gain on Investments	10,288,000	0	0
Actuarial gain/(loss) on pension scheme	(274,000)	0	0
Total surplus/(deficit)	8,545,000	137,000	9,000
Cost of Raising Funds	986,000	632,000	507,000
- % of Income	21.6%	8.4%	12.9%
Total Funds	57,469,000	57,606,000	57,615,000

Conclusion

26. The Anchor Project has complemented your 'Making London Safer' programme of your current Investing in Londoners programmes by providing the total package of support needed for a family escaping domestic violence re-settle and live independently. It will also complement the new Positive Transitions strand of your new Bridging Divides programmes, whose priorities include support for children and young people affected by domestic abuse, as well as support for survivors of domestic abuse.
27. This has been a successful partnership which has delivered some very positive outcomes for a highly vulnerable group of children whose needs are all too often overlooked.
28. Your funding has enabled Buttle UK to test and evaluate a new approach to grant-making which has had a significant impact on the strategic direction of Buttle UK and enabled it to lever in additional funds.

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Committee(s)	Dated:
City Bridge Trust Committee	14 th March 2018
Subject: Strategic Initiative: Heart of the City (HotC) Ref: 14509	Public
Report of: Chief Grants Officer	For Decision

Summary

This report recommends financial support for Heart of the City throughout the five-year period of Bridging Divides (BD) as a key partner with a unique offer to support effective delivery of the strategy. We envisage this would be one of a cohort of partnerships we form to deliver the Bridging Divides strategy.

HotC aims to make best practice in Corporate Social Responsibility (CSR) easily accessible for the benefit of civil society. It does this through a network of "Contributor" companies (large businesses with established CSR policies and strategies) who are committed to sharing their expertise, resources and time with Foundation Programme members (businesses new to CSR which are 70-80% SME's); Advanced and Online members (those who have graduated the Foundation Programme and require ongoing support).

Across the period of Bridging Divides, HotC's proposal supports the priority Connecting the Capital of your new BD programmes by bringing together a range of partners and supporting the work of civil society organisations, encouraging more philanthropic giving and fundraising across London. It will also support the cross cutting priority of Reducing Inequalities by strengthening the capacity and resilience of the charity sector, much of which is delivering programmes to address poverty and deprivation. Additionally it strengthens the connection of wealth generating local businesses to their surrounding communities creating environments where individuals and communities are better able to thrive.

HoTC is funded separately by the City Corporation but legal advice confirms that there is no legal constraint in agreeing funding to this project.

Recommendation

Members are asked to:

- **Agree a grant of £475,000 over five years (5 x £95,000) to Heart of the City to continue provision of the Foundation Programme including the salary of an Accounts Manager and 50% of a new Stakeholder and Membership Manager. This will enable HotC to better engage the large Contributor companies in new areas of delivery, to work more closely with City Bridge Trust in delivering Bridging Divides¹ attending advisory**

¹ Including Bridge to Work, The Way Ahead and the Cornerstone Fund

groups as necessary and to work closely with London's Giving local areas to develop new membership clusters.

Main Report

The Organisation

- 1. Heart of the City was launched in 2000 as a joint initiative of the Bank of England, the City of London Corporation and the then Financial Services Authority (now operating as the Financial Conduct Authority and Prudential Regulation Authority).**
- 2. It registered as a Company Limited by Guarantee, incorporated in 2006 and registered as a charity the same year. In May 2015 it updated its charitable objects to better reflect its mission of making best practice in Corporate Social Responsibility (CSR) easily accessible to companies through peer to peer knowledge and promoting charitable giving, education and training and encouraging volunteering to the benefit of the voluntary sector.**
- 3. HotC has developed an impressive network of responsible businesses ("Contributor" companies) committed to sharing their experiences, resources and time with others to deliver long term benefits, impact and measurable outcomes for their business and the wider community. HotC garners the expertise of these "Contributor" companies to peer-support firms that are new to CSR, providing them with invaluable support.**
- 4. The HotC network comprises Foundation Programme members (businesses new to CSR which are 70-80% SME's); Advanced and Online members and Contributors.**
- 5. The Foundation Programme is offered free to businesses new to and wanting to develop a CSR strategy. It delivers both the knowledge and the resources required to establish the foundations of a strategic and business wide responsibility programme. It includes masterclasses, support from a dedicated project manager, one to one mentoring with experienced CSR professionals, access to online CSR best practice tools, progress reports to help CSR programme development and regular networking events.**
- 6. HotC established a new paid-for membership programme for more Advanced and Online firms with the fee contributing the cost of providing ongoing support. 50% of Foundation members moved to paying membership and retention of existing members (paying and non-paying) was 75% during 2017.**
- 7. The Trust has a long and successful funding history with the charity. You helped expand the Newcomers programme in the City fringes in 2010 with a three-year grant of £157,500 (3 x £52,500) and a further two-year continuation grant of £108,000 (£52,500, £57,500), enabling 150 businesses to start or grow their CSR programmes awarded under your Strengthening the Community and Voluntary Sector programme. In 2015 you supported HotC with a grant of £278,328 as a Strategic Initiative to expand the model outside the City fringe boroughs to other**

boroughs across London. This has enabled it to achieve diversified membership across 16 additional London Boroughs.

8. It has built a unique and impressive network of responsible businesses, through the engagement of both senior business leaders and CSR practitioners, committed to sharing their experiences, resources, and their time, with others to deliver long-term benefits, impact and measurable outcomes for their businesses and the wider community.

Current Position

9. Over the last two years HotC has successfully expanded its programme for SME's across London whilst at the same time establishing a new paid for membership for more advanced firms. 299 firms have completed the Foundation Programme (2016 and 2017) and a total of 138 are currently on the membership programmes.
10. Over the same period HotC Foundation members raised £19,553,113 for charitable causes, volunteered 4,684 hours and 78% have reduced their environmental impact.
11. 50% of Foundation members moved to paying membership and retention of existing members was 75% during 2017.
12. HotC has learned lessons from this period of expansion across London and its attempt to sell a paid-for membership scheme. Whilst HotC has an excellent reputation resulting in strong recruitment and retention rates it recognises that a strong relationship with the local council and a localised grouping of more experienced contributors prepared to support smaller businesses in their local area will play a key role in convening leading businesses locally for successful place based expansion. This learning has informed this proposal and the development of work over the next five years will be iterative.
13. HotC has developed a localised cluster pilot project with Westminster City Council who pay HotC £1,000 for every business member it recruits and retains. This currently generates £18,000 income per year, which is used for a stakeholder and membership resource. HotC aims to replicate this model to expand more effectively and efficiently across London, with the aim of becoming increasingly self-sustaining. This model has informed this proposal, with the request for a 50% contribution to a new stakeholder and membership manager resource to replicate the model across four new areas.
14. HotC has an excellent reputation amongst members which has resulted in strong recruitment and retention rates into paying membership and impressive retention of its Contributor businesses both at CSR and very senior level. It intends to extend awareness of its work beyond current members and reach new target audiences, in a more controlled and manageable way.
15. It has built a powerful, unique and impressive network of supporters among large companies and public bodies through the Council of Members and Contributor

list. This network is underused currently though HotC will develop a Contributor engagement strategy in 2018 to plan and resource this engagement work.

Proposal

16. This proposal will directly contribute to the following areas of City Bridge Trust's (CBT) over the next five years, including:

- **Your Bridge to Work** initiative by attending its steering group meetings, raising the profile of the Bridge to Work programme across all its members and increasing the opportunities for disabled people within SME's across London.
- **The Way Ahead** by providing links to a broad range of smaller businesses across London. The HotC Director sits on the Systems Change Group of The Way Ahead, whilst the charity remains committed to the vision of the London Hub and supporting its work as it develops, in relation to co-design and improved dialogue between different elements of civil society. The HotC director is also a member of the Cornerstone Reference Group, helping to shape the parameters and governance of this funding.
- **London's Giving** by focussing growth across London on local clusters of members aligned to some of the London's Giving local areas. Working in partnership with London Giving to identify potential geographic areas for new clusters. Member companies of the clusters will have an account manager in common who can help them to build links with one another and local community partners thereby adding value to the existing local giving schemes.
- **The emerging Philanthropy Strategy of the CBT and City of London Corporation (CoLC)** by enabling deeper cross sectoral partnerships and engagement between businesses, local government and civil society. It will also help foster closer alignment between different CSR related activities of the CoLC and its related charity initiatives:
 - by remaining involved with The Dragon Awards, running dedicated masterclasses for Advanced members.
 - by supporting the Lord Mayors Appeal (LMA) through the promotion of City Giving Day among members and signposting members to relevant LMA initiatives; and
 - by working with the Head of Philanthropy Strategy and being engaged in the coordination of philanthropy across the CoLC specifically in relation to the role of smaller business across London in this.
- **The development of CBT's Funder Plus offer** by providing training sessions, short one-to-one or small group surgeries to charities. The training session may cover things like presentation styles, identifying pro-bono opportunities, managing expectations, understanding what civil society can contribute to and teach businesses.

17. The initiative aims to focus on the delivery of the three elements set out below over the first two years, as well as contributing to the specific elements of Bridging Divides² referred to earlier:
- a. Establish local networks of business that are engaged in HotC's successful responsible business programme, aligning clusters with place based giving schemes, forging strong connections with other CBT networks and introducing new resources into the local community.
 - b. Consolidate the foundation of its current network across London to engage more businesses, smaller companies, in starting their own CSR activities.
 - c. Build the capacity of London civil society to engage with local business to enhance resilience in the third sector and to strengthen the asset base of a local community.

It will work with the Trust to plan and deliver a programme for the remaining years.

Developing four local CSR clusters

18. HotC is already scoping suitable boroughs to target for this work and have developed some outline criteria for identifying target areas. The proposed stakeholder and membership manager will lead on this work, building the capacity of local government to engage with local businesses encouraging local councils and charities to recognise businesses as a key local asset. This builds on the pilot with Westminster City Council which currently has 18-member businesses and generates £18,000 income per annum.
19. The networks of businesses will increase provision of benefits to the local community and will draw in more local businesses to start their own CSR activities each year. This will create a growing critical mass of business interest in local communities resulting in communities where individuals have greater opportunities to thrive, thereby strengthening local communities.
20. HotC will provide training, tailored support, mentoring and resources through its successful Foundation Programme for SME's interested in developing their CSR policies and strategies, with an additional and distinct place-based approach. This will involve working with the local giving network, focussing on local priorities and encouraging collaboration between local SME's.
21. The clusters will bring together a cohort of businesses for local events, training and networking in addition to Foundation Programme activities. A network manager will account-manage all local firms enabling the connection of local business into existing local community initiatives and work on local priorities. It is hoped that the delivery of this model across at least four additional locations (in years one and two) will demonstrate the value of the work to be able to sell this product to other borough councils.

Consolidating HotC network across London

22. HotC will continue open recruitment of members across London recruiting at least half of Foundation Programme companies from boroughs outside the City fringe.

² Including Bridge to Work, The Way Ahead and the Cornerstone Fund

23. HotC will continue to deliver the Foundation Programme, including regular training events, networking sessions, online resources, mentoring and expert support.

Building Capacity of Civil Society

24. HotC will offer training sessions to civil society through those organisations funded by the Cornerstone Fund, or identified through London's Giving local schemes. It will also provide short one-to-one or small group surgeries to charities through CBT's Funder Plus programme. Training sessions would cover such things as presentation styles, identifying pro-bono opportunities, managing expectations and understanding what civil society can teach businesses in return.

25. This will help to bridge the divide between civil society and business in London. HotC will use the knowledge and resources of the team to build skills of charities to become more business friendly, enabling them to attract the financial and in-kind support they need to thrive in this current challenging funding environment.

26. The Annual Budget for years 1 and 2 is set out below with the full project budget attached as Annex 1.

Expenditure	£
Foundation Programme and stakeholder development (Stakeholder Manager role 50%, Director 10% salary contribution, Membership manager 100%)	171,000
Project Running Costs	19,000
Total	180,000
Requested from CBT per year	Year 1 95,000 Year 2 95,000

Funding

27. The Heart of the City is currently funded (2017/18) from several main sources: membership fees target of £65,000; a grant from the Policy and Resources Committee of £170,000 per annum, with a supplement by Economic Development, £21,500; income generated from the Westminster City Council pilot £18,000 and a grant from the City Bridge Trust £68,625, (which comes to an end in June 2018). In addition to this, it receives approximately £250,000 per annum in in-kind support from businesses, though this is not included in the 2017/8 or 2018/19 forecasts.

Corporate & Strategic Implications

28. HotC is an independent charity, but given its close connections to the City of London Corporation - through its origins, trustee board and advisory group representation, location, and current funding received - advice was sought from the Comptroller and City Solicitor on this proposal.

29. The Comptroller and City Solicitor has advised that:

- (a) Heart of the City is eligible to secure funding from the City Bridge Trust under the existing policy that governs the application of the Bridge House Estates charity's income surplus to that retained to maintain the five bridges; and
- (b) The City Corporation's role in establishing and providing on-going support to the Heart of the City charity does not give rise to a conflict of interest which would prevent the City Bridge Trust Committee (the City Corporation being the trustee of Bridge House Estates) from properly considering this grant application in accordance with the published policy.

Financial Information

30. The reserves policy has recently been reviewed by the HotC Board which approved, in principle, the following spend of free reserves on organisational development:

- An external communications campaign (2018)
- IT development (2018/19)
- 50% of the Stakeholder/membership manager role (2018/2022)

This will reduce free reserves available ensuring alignment with the free reserves policy.

31. The draft budget for 2018/19 has been approved by the Board, though it is contingent on the outcome of the CBT application and membership recruitment. The budget submitted and the figures in the Financial Table have not assumed a successful CBT application.

32. The support from CoLC is secure until March 2019 and will be reviewed at that time, in line with the development of a new strategy by HotC.

Year end as at 31st March	FY 17 Audited Accounts £	FY 18 Forecast £	FY 19 Forecast £
Income & expenditure:			
Income	500,598	343,125	303,375
- % of Income confirmed @7/2/18	n/a	n/a	69%
Expenditure	(467,838)	(363,677)	(422,153)
Total surplus/(deficit)	32,760	(20,552)	(118,778)
Split between:			
- Restricted surplus/(deficit)	19,345	0	0
- Unrestricted surplus/(deficit)	13,415	(20,552)	(118,778)
	32,760	(20,552)	(118,778)
Cost of Raising Funds	0	0	0
- % of Income	0.0%	0.0%	0.0%
Operating expenditure (unrestricted funds)	386,375	295,052	407,778
Free unrestricted reserves:			
Free unrestricted reserves held at year end	408,182	387,630	268,852
No of months of operating expenditure	12.7	15.8	7.9
Reserves policy target	256,500	256,500	256,500
No of months of operating expenditure	8.0	10.4	7.5
Free reserves over/(under) target	151,682	131,130	12,352

Conclusion

33. Heart of the City is an important strategic partner of the Trust with a unique offer that will increase the total assets available for civil society across London and by supporting philanthropy. This new direction of growing clusters of businesses in a local area sits well with the existing and developing London's Giving local schemes and creates an environment to bridge the divides that exist in London.
34. At a time of unprecedented cuts to London boroughs, reduced services, and consequently many increased demands on not for profit organisations it is crucial that the best of all sectors is drawn on to achieve better outcomes for all. Heart of the City already has a good track record of and excellent reputation in engaging and developing business to adopt a CSR agenda: mobilising their time, skills, and resources to benefit charities to improve their resilience and ability to deliver.
35. This Strategic Initiative draws on learning from previous delivery, aims to use resources more effectively and efficiently, working in partnership with London's Giving local schemes, the Philanthropy Strategy across the City of London Corporation, Bridge to Work and adds value to the Trust's developing Funder Plus offer. All of this adds value and strength to the delivery of Bridging Divides from 2018 to 2023.

Appendices

- Appendix 1 – Project Budget
- Appendix 2 – Summary Assessment of Strategic Initiatives for Committee Decision

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Appendix 1 Project Budget 17/18 to 30/6/23

Outline budget over five years

	YR1 2018/19	YR2 2019/20	YR3 2020/21	YR4 2021/22	YR5 2022/23
	£	£	£	£	£
Expenditure					
Salaries of staff (inc. intern)	359,054	364,206	369,282	374,466	378,211
General running expenses	33,980	34,999	36,049	36,410	37,502
Training for staff and volunteers	1,500	1,545	1,591	1,639	1,687
Communications/ brand work	50,000	0	0	0	0
tech development	0	20,000	0	0	0
Total expenditure	444,534	420,750	406,922	412,515	417,400
Income					
Grant - City of London Corporation	174,000	174,000	174,000	174,000	174,000
Grant - Economic Development Office (CoLC)	21,000	21,000	21,000	21,000	21,000
Grant - City Bridge Trust	95,000	95,000	95,000	95,000	95,000
Membership fees	56,264	68,635	79,894	89,726	97,400
Local partner income (e.g. Westminster)	20,000	20,000	30,000	30,000	30,000
Total income	366,264	378,635	399,894	409,726	417,400
surplus / -deficit	-78,270	-42,115	-7,028	-2,789	0

**Appendix 2:
Summary Assessment of Strategic Initiative for Committee Decision**

FILTERS	
Will The pro-active grant:	
Further the Trust's Vision and Mission (a fairer London & tackling disadvantage)?	Y
Support work within one of existing Investing in Londoners programmes (IiL)?	Y
Or, meet a clear need that has arisen since (IiL) were agreed?	
Have the potential for impact beyond that of an individual reactive grant or number of individual grants?	Y
Be affordable within the agreed annual budget (from the Trust alone or in combination with other funders) and, looking forward, leave sufficient budget to meet anticipated pro-active grants for the remainder of the financial year?	Y
Be made to an organisation(s) that conforms to the Trust's eligibility criteria and has the capacity and expertise to deliver the work?	Y

PRIORITISATION GUIDANCE	
Evidence	
Is there external and/or internal research and information that supports the need for the proposed grant?	Y
Is there external and/or internal research and information that indicates the approach proposed in the grant will be successful?	Y
Is there evidence that indicates the work will be hard to fund from other sources?	Y
Impact	
Will the grant tackle a root cause(s), or positively influence policy or practice?	Y
Will the work/approach funded be replicable?	Y
Does the grant provide an opportunity to strengthen Civil Society in London?	Y
Is the work sustainable beyond the period of the grant?	Y but may need supplementary funding
Can the impact of the work be measured through evaluation?	Y

Committee	Dated:
City Bridge Trust	14 th March 2018
Subject: Strategic Initiative – John Lyon’s Charity/Young People’s Foundations (Ref: 14536)	Public
Report of: Chief Grants Officer	For Decision

Summary

Building further on your commitment to strengthen the voluntary and community sector in London, this report seeks approval to extend the current financial support given by your Committee for the operation and development of Young People’s Foundations in Brent, Barnet and Harrow; and for three newer Foundations in each of Westminster, Camden and Hammersmith & Fulham. Should you approve the grants recommended these will be delivered through entering into a funding arrangement with another grant-making trust – the John Lyon’s Charity – for the sum of £300,000.

Recommendation

Members are asked to:

Approve a grant of £300,000 to the John Lyon’s Charity to co-fund the salary and running costs of the Young People’s Foundations in each of the boroughs of Brent, Harrow, Barnet, Westminster, Camden and Hammersmith & Fulham, with £50,000 to each.

Main Report

Background

1. The John Lyon’s Charity (JLC) is an independent grant-making trust and has a history which, in part, mirrors that of the City Bridge Trust. Although it has been distributing grants only since 1992, the Charity and its endowment are constituted still on the basis of a 16th Century Royal Charter granted by Elizabeth I.
2. John Lyon was a yeoman farmer from the village of Preston in Harrow. In 1572 he was granted a Royal Charter by Elizabeth I to found a free grammar school for boys: Harrow School. The Charter anticipated that John Lyon would endow a

trust for the purpose of maintaining the two roads between London and Harrow, now the Edgware and Harrow roads, which he did in 1578 by leaving a farm and estate of 48 acres.

3. John Lyon's Foundation consists of Harrow School (the original school), The John Lyon School (established in 1876 as a day school to provide education for boys from the local community) and John Lyon's Charity. It is governed by the Keepers and Governors of the Free Grammar School of John Lyon, the Corporation that was established by the 1572 Charter. For over 400 years the income from the estate in Maida Vale went to the various authorities that were responsible for the upkeep of the two roads. In 1991, the Charity Commission scheme came into effect giving the Governors discretion to apply the income for charitable purposes for the benefit of the inhabitants of the boroughs of Barnet, Brent, Camden, Ealing, Hammersmith & Fulham, Harrow, Kensington & Chelsea and the Cities of London and Westminster – the boroughs served by the two roads.
4. The Governors of the Foundation are the Trustee of John Lyon's Charity. They have appointed a Grants Committee to oversee the Grants Programme and recommend awards for their approval. John Lyon's Charity (JLC) is a separate registered charity and is independent from the two schools. The Charity gives grants to benefit children and young people up to the age of 25, or their families, who live in the aforementioned nine boroughs. In 2016/17 £10.5m was spent on grants (479 awarded).
5. City Bridge Trust has had a strong and productive working relationship with John Lyon's Charity for over 13 years, going beyond mutual funding of the same organisations. JLC was one of the cohort of 5 funders (along with CBT) which came together in 2005 to devise and co-fund the multi-year *Fear & Fashion: Tackling Knife Crime* initiative. In more recent times officers from both CBT and JLC have worked very closely together through London Funders; whilst both parties (along with BBC Children in Need and London Youth) were co-organisers of the Youth Inclusion event at Mansion House in May 2015. In 2017, JLC co-ordinated the Funders' Coalition to support the needs of young people in the wake of the Grenfell tragedy. Co-production and collaboration in this way supports better-informed funding and more effective use of resources.

Current Position

6. In September 2015 you agreed a grant of £300,000 to JLC (as part of the additional funds allocated for infrastructure support as part of the Trust's Anniversary to co-fund with them the establishment of a Young People's Foundation in each of the boroughs of Brent, Barnet and Harrow – with £100,000 to each and matching a similar investment by JLC. At the time the concept of such a Foundation was completely new and was a response to the severe cuts in funding experienced by the youth sector – voluntary and statutory - across London and, especially, in the outer London boroughs. Reduced levels of funding are rendering many youth services unsustainable. In parallel, the switch amongst statutory funders from grants to commissioning has favoured larger organisations

at the expense of smaller, often BME-led, ones as the smaller groups do not have the same capacity to tender for contracts. (In some boroughs, for example, contracts for borough-wide summer holiday activities are issued on the basis that the Authority will only enter into a single contract, which automatically rules out small, local, providers.)

7. The underlying concept of the Young People's Foundation was to create a single new body (a registered charity) which would act as a specialist borough infrastructure/membership organisation and which would provide a collective voice and pool of resources for all the local organisations, large and small, running activities for young people. It would establish close links with local businesses and statutory agencies. It would also, through its size, be able to bid for grants and contracts on behalf of its members. At the time of your initial investment those three Foundations were the pioneers. Since then, such has been the interest generated, several others have been established – or are being established – across London and including Westminster, Camden and Hammersmith & Fulham.
8. All six of those mentioned above have now been established as independent registered charities and have been operating for a year or more. They each have full and diverse trustee boards and staff teams. Membership is steadily climbing in each – Barnet, for example, has 85 Community group members; plus local businesses and the Council as Strategic Members; and individuals who are committed to the cause, as Friends. All three original Foundations have strong links with their local authority; and have now launched their own Small Grant Funds for their member organisations. Their power to commission has started to bear fruit – Harrow, for example, has recently secured £518,000 of funding for the voluntary sector in the borough from sources including the Mayor's Office of Policing and Crime (MOPAC) and London Sport.
9. Prior to 2016 (following research supported by the Trust and with the local knowledge of JLC) these boroughs had youth sectors that were in a perilous state due to funding constraints but which are now beginning to consolidate and flourish thanks to the work of the individual Foundations. These London examples now attract visitors from around the country to look at how to deliver collaborative working such as they embody. The model has been adopted in a number of London boroughs and, indeed in other UK cities, thanks to the advocacy of JLC.
10. In order to maintain the momentum and to build on early success in Harrow, Brent and Barnet you agreed additional support to each of those for another year at your Committee in July 2017. Such support – delivered through a similar co-funding model with JLC as before – gave additional financial breathing space to establish sustainability. Funding was not sought at that time for the Foundations in Westminster, Camden and Hammersmith & Fulham as they were newer and were in various stages of building their membership and their support from their respective local authorities. However, you are now being asked to provide similar support (£50,000 per organisation) to the three newer Foundations as to the others as each of these is now in a position to embed its sustainability and to provide a tangible level of service to its members.

11. Not all of the Foundations are in a position as yet to produce their own independently examined /audited accounts for a full year of operation, hence the proposal to support them – as before – through the aegis of the John Lyon’s Charity. Whilst this model provides a substantial level of protection to your investment It also has the benefit of tapping into the specialist and unique knowledge of the JLC staff who have day-to-day engagement with the Foundations and who can provide expert, local, management of the grant beyond anything your own officers could provide.
12. Funding of £50,000 for each of the six Foundations, should you agree it, will be used to support their core staffing and operational costs. These are needed as none of the Foundations take a contribution from the monies they raise for their members and are therefore reliant on raising specific funds (such as from JLC and CBT) for their operational costs. In the longer term this will change, of course, but in the meantime they prefer to direct all other funds raised to the benefit of their members – many of whom have been at the sharp end of sector-wide cuts and need whatever their Foundation can pass on. Your support will be matched by JLC and will ensure each Foundation’s ability to operate at maximum capacity for the year ahead. (Your current support for the original three Foundations ends on 31st March 2018), after which it is anticipated that the Foundations may well seek support through your Cornerstone Fund, if appropriate.

Financial observations

13. Capital is available from the charity’s endowment under the total return policy adopted.

Year end as at 31 March	2017	2018
	Audited Accounts £	Budget £
Income & expenditure:		
Income	7,886,000	8,086,954
- % of Income confirmed as at 08/02/2018	n/a	n/a
Expenditure	(13,110,000)	(12,844,530)
Total surplus/(deficit)	(5,224,000)	(4,757,576)
Net gain on investments	27,572,000	817,644
Total surplus/deficit	22,348,000	(3,939,932)
Cost of Raising Funds	1,392,000	1,240,496
	17.7%	15.3%
Net assets held	365,333,000	368,345,382

Conclusion

Your co-investment to date in the three pioneer Youth Foundations has been very successful, with each becoming an established charity with significant and diverse membership and proven ability to attract funds on behalf of its members. This grant, should you approve it, would help these three Foundations - and three more recently established ones - to become more sustainable and to attract funding from other sources.

Ciaran Rafferty

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Summary Assessment of Strategic Initiative for Committee Decision
 (Use: Y/N/Potentially or N/A where relevant)

FILTERS	
Will The pro-active grant:	
Further the Trust's Vision and Mission (a fairer London & tackling disadvantage)?	Y
Support work within one of existing Investing in Londoners programmes (IIL)?	Y
Or, meet a clear need that has arisen since(IIL) were agreed?	Y
Have the potential for impact beyond that of an individual reactive grant or number of Individual grants?	Y
Be affordable within the agreed annual budget (from the Trust alone or in combination with other funders) and, looking forward, leave sufficient budget to meet anticipated pro-active grants for the remainder of the financial year?	Y
Be made to an organisation(s) that conforms to the Trust's eligibility criteria and has the capacity and expertise to deliver the work?	Y

PRIORITISATION GUIDANCE	
Evidence	
Is there external and/or internal research and information that supports the need for the proposed grant?	Y
Is there external and/or internal research and information that indicates the approach proposed in the grant will be successful?	Y
Is there evidence that indicates the work will be hard to fund from other sources?	Y (at this stage)
Impact	
Will the grant tackle a root cause(s), or positively influence policy or practice?	Y
Will the work/approach funded be replicable?	Y
Does the grant provide an opportunity to strengthen Civil Society in London?	Y
Is the work sustainable beyond the period of the grant?	Y
Can the impact of the work be measured through evaluation?	Y

Committee	Dated:
City Bridge Trust	14 th March 2018
Subject: Moving on Up Project/Trust for London – Phase Two (Ref: 14531)	Non-Public
Report of: Ciaran Rafferty, Principal Grants Officer	For Decision

This document is in the non-public section.

MEETING: 14/03/2018

Ref: 14357

ASSESSMENT CATEGORY - English for Speakers of Other Languages

Women for Refugee Women

Adv: Rebecca Green

Amount requested: £90,000

Base: Islington

Benefit: London-wide

Amount recommended: £90,000

The Applicant

Women for Refugee Women (WRW) is a registered charity set up in 2007 to support women who seek asylum and to challenge the injustices they experience. WRW therefore works in three main ways: to support and empower asylum-seeking women at the grassroots through a weekly drop in centre; to improve public understanding of the experiences of refugee women by sharing the voices of refugee women; and to create policy change by informing and lobbying Parliamentarians about the need for a fairer asylum process.

The Application

This application focuses on the first of the charity's areas of activity: its work at the grassroots with women seeking asylum. WRW runs the Women Asylum Seekers Together (WAST) project –an open and inclusive group which welcomes all women at any stage of the asylum process to a weekly drop in including yoga, English classes, lunch and other 'enrichment' activities to engage women in the community and building confidence to be involved in WRW's campaigning work. This application concerns WAST's term-time ESOL classes which are organised by the Grassroots Manager and taught by qualified volunteer ESOL Teachers.

The Recommendation

This is a well-run and user-led grass roots project, providing a safe space for women seeking asylum. There is a focus on engagement with the community and on improving confidence, and the ESOL classes fit well within this wider work. The organisation requests a contribution towards the salaries of the project staff, and costs associated with delivery of the English classes (up to Entry level 3).

£90,000 over three years (3 x £30,000) towards the salaries of the Grassroots Manager (equivalent of 1.5 dpw) and Grassroots Intern (equivalent of 1.5 dpw), associated project costs of the term-time ESOL classes (up to Entry level 3) and a contribution to core costs.

Funding History

None

Background and detail of proposal

WRW delivers the majority of its work through its head office in Old Street, in a building used solely by women's groups. Previously a charitable unincorporated organisation, it became incorporated in January 2016. Along with its policy and campaigning work, WRW runs 2 grassroots projects, the WAST project (of which this ESOL project forms a part) and the London Refugee Women's Forum which has a focus on campaigning and speaking out about issues that concern the participants. Several of WRW's Board members are themselves refugees and bring first-hand experience of seeking asylum in the UK. In addition, participating women are

encouraged to actively engage with planning activities and implementing changes, and WRW encourage self-determination.

The WAST project works with women seeking asylum in London, many of whom have very poor English and are struggling to participate in the community. The Monday drop in centre is attended by approximately 100 women weekly, and includes the term-time ESOL classes, 'enrichment activities', lunch, and activities such as yoga. The enrichment activities provide opportunities for women to improve their confidence and skills through courses such as drama and public speaking, and are often run in partnership with other groups. In addition, there are outings and activities to enrich women's learning and see what is available to them in London.

The primary focus of the ESOL classes will be to improve language in a classroom environment, however some specific visits are included within this request where they are run integrated with the classes and to support the ESOL students with community involvement. The provision of ESOL ranges from pre-entry classes up to advanced conversational skills, however this request concerns WRW's 4 ESOL classes from pre-entry up to Entry Level 3, including a mothers and toddlers class.

Financial Information

The charity currently holds reserves above its 6 month policy. When questioned about this at assessment the charity stated that it has been conservative in income budgeting in recent years. Although not planning a deficit, some of their 3 year grants are coming to an end in the next year, so they would plan to use their reserves to cover any shortfall. Increased expenditure in 2018/19 is due, in part, to a particular project being developed in partnership with another organisation. This additional expenditure will only take place if fundraising for that project is successful.

Year end as at 31 March	2017 Examined accounts £	2018 Forecast £	2019 Budget £
Income & expenditure:			
Income	366,878	293,591	338,688
- % of Income confirmed as at 15/01/18	n/a	100%	34%
Expenditure	(268,249)	(293,591)	(338,688)
Total surplus/(deficit)	98,629	0	0
Split between:			
- Restricted surplus/(deficit)	40,922	0	0
- Unrestricted surplus/(deficit)	57,707	0	0
	98,629	0	0
Cost of Raising Funds	5,043	6,000	6,000
- % of income	1.4%	2.0%	1.8%
Operating expenditure (total)	268,249	293,591	338,688
Free unrestricted reserves:			
Free unrestricted reserves held at year end	186,487	186,487	186,487
No of months of operating expenditure	8.3	7.6	6.6
Reserves policy target	134,125	146,796	169,344
No of months of operating expenditure	6.0	6.0	6.0
Free reserves over/(under) target	52,363	39,692	17,143

MEETING: 14/03/2018

Ref: 14321

ASSESSMENT CATEGORY - Improving Londoners' Mental Health

BANG Edutainment Ltd

Adv: Shegufta Rahman

Base: Brent

Benefit: Brent

Amount requested: £91,172

{Revised Request: £119,599}

Amount recommended: £120,000

The Applicant

BANG Edutainment Ltd (BANG) is a community-led organisation that was set up in 1999 by a group of people who wanted to support young people at risk of experiencing negative outcomes or on the pathway to offending. Registered as a charity in 2001, BANG has supported thousands of young people in Brent to build resilience, self-esteem and improve academic achievements.

The Application

BANG is seeking funding for its NoLimitz programme; a 16-week structured, person-centred programme that combines group activities with transformational 121 support. The programme has a core emphasis on emotional resilience with young people being taught the skills to manage challenging situations and emotions. Having delivered NoLimitz with the support of volunteer therapists, the charity is seeking funding for a part-time therapist to meet the growing demands of this project.

The Recommendation

The charity has established itself in the heart of the community in Brent. It has strong referral partnerships with many schools, and sister organisation The Beat 103.6 FM (The Beat), a community-radio station based out of the same premises, is a unique draw for young people to engage with NoLimitz through the Radio Skills element of the programme. Embedding a therapeutic component into the programme will allow the charity to address the growing cases of mental health problems such as depression and conduct disorder. During assessment it was clear the level of need for this therapeutic service was higher than the original request for a part-time role at 2.5 days per week. A revised budget with an additional day costed into the project has been submitted (Appendix A to the application form).

£120,000 over three years (3 x £40,000) for the NoLimitz PT therapist (3.5 dpw) and associated project costs, conditional on quarterly management accounts to be provided for 2018/19.

Funding History

None.

Background and detail of proposal

NoLimitz currently has four main components: the HUB/HUB Plus which addresses emotional wellbeing; Learning Zone with academic support to improve attitudes to learning; Radio Skills which improve communication skills, and Healthy Start which is a sports programme with the whole family to improve relationships. Alongside this, a Parent HUB is available to support parents overcome challenges they may face with their child. Currently, the HUB component is made up of facilitated workshops to build emotional resilience using a comic book of eight superheroes who each have a power (skill) in the key evidence-based areas of emotional and social wellbeing; self-

esteem, confidence, communication, empathy, identifying feelings, emotional regulation, problem-solving, and managing conflict and stress. Facilitators use arts, media, drama, games and stories to teach the young people the same skills/powers as the superheroes. Facilitators also work with parents to build their capacity to support children outside workshops and post-project, by teaching them skills to use fun tools to be used between and after sessions. Evaluation of NoLimitz has shown young people engage exceptionally well with the superhero concept. However, an increasing number of young people are presenting with mental health problems, with needs more extensive and falling outside the current sphere of capability of NoLimitz. Embedding therapy into the HUB will give BANG the capacity to work intensively with at least 30 young people each year with an average of 20 hours of specialist support per young person. This will strengthen BANG's core outcomes of reducing behaviour/conduct problems; increasing from the current baseline of 45% to 60% of beneficiaries, and enhancing educational attainment; increasing from the current baseline of 55% to 70% of beneficiaries.

Financial Information

BANG is building its reserves position to bring it closer to target by exploring opportunities to licence NoLimitz to providers further afield where transport logistics make direct outreach delivery untenable. A licence has already been confirmed with the Harrow Club, which will bring in additional unrestricted income. Sister organisation, The Beat provides unrestricted income each year as a contribution to overheads. Although the forecast and budget are below its reserves policy, this is a worst-case scenario as the charity expects to secure additional unrestricted income from further licensing of NoLimitz and launching a crowdfunding campaign next year.

The long-term loan of £75,000 shown in the 2017 accounts was converted by Social Investment Business Ltd to a non-repayable grant in June 2017 with £5,000 paid in full and final settlement. The accounts state that '£70,000 conversion will be treated as income in the accounts next year' but this income has not been included in the forecasts below.

Year end as at 31 March	2017 Examined Accounts £	2018 Forecast £	2019 Budget £
Income & expenditure:			
Income	272,294	284,648	313,973
- % of Income confirmed as at 06/02/18	n/a	97%	61%
Expenditure	(268,331)	(274,648)	(302,641)
Total surplus/(deficit)	3,963	10,000	11,332
Split between:			
- Restricted surplus/(deficit)	3,944	0	0
- Unrestricted surplus/(deficit)	19	10,000	11,332
	3,963	10,000	11,332
Cost of Raising Funds	1,000	4,800	5,000
- % of Income	0.4%	1.7%	1.6%
Total operating expenditure	268,331	274,648	302,641
Free unrestricted reserves:			
Free unrestricted reserves held at year end	1,261	11,261	22,593
No of months of operating expenditure	0.1	0.5	0.9
Reserves policy target	67,083	68,662	75,660
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(65,822)	(57,401)	(53,067)

MEETING: 14/03/2018

Ref: 14330

ASSESSMENT CATEGORY - Making London More Inclusive

Children's Trust

Adv: Sandra Davidson

Base: Outside London

Benefit: London-wide

Amount requested: £67,240

(Revised request £65,331)

Amount recommended: £60,000

The Applicant

The Children's Trust is the UK's leading charity for children with brain injury. It provides rehabilitation from its specialist centre in Tadworth, Surrey and in the community, helping children make the best recovery possible after a serious illness. The centre is home to the charity's special school and nursing services for children with complex medical needs. The charity recently received the highest rating as 'Outstanding' from the Care Quality Commission (CQC).

The Application

You awarded a grant for two years support to develop a brain injury specialist service at St. George's which is now ending. This application is for a third year's support for the same project, specifically the funding of a full-time Brain Injury Specialist to continue the service. Your grant return for the first year was assessed as 'good' and a monitoring visit in 2017 concluded that "the project is a much-valued resource providing high quality, personalised care to children and young people".

The Recommendation

The service has been running at St. George's since August 2015. In the last year it has supported 331 children who would otherwise have been left with unmet needs due to a brain injury. The Brain Injury Specialist identifies needs and rehabilitation goals. This service has helped children maintain their independence, improved access a wide variety of therapeutic, leisure and educational opportunities and facilitated positive transition for children and their families.

£60,000 for a third and final year's funding of a f/t Brain Injury Specialist and related running costs of a brain injury service in London.

Funding History

Meeting Date	Decision
23/09/2015	£120,000 over two years (2 x £60,000) for the salary of a full-time Brain Injury Specialist and related running costs of a brain injury service in London.
20/11/2003	Application withdrawn.

Background and detail of proposal

The Brain Injury Specialist located in major trauma centres provides early identification and rehabilitation service for children and young people affected by brain injury and their families. Support provided includes clinical screening of need, advice, education and onward referral. The service enables children and young people with acquired brain injury to access a broad range of health, education,

employment and social opportunities. The Brain Injury Specialist at St. George's works very closely with the paediatric neurosciences teams, working alongside NHS staff to identify children and young people with brain injury soon after an accident or illness. Families are contacted by the service within six weeks of discharge from hospital.

The service provides community-based interdisciplinary, goal-orientated neurorehabilitation delivered in the child's environment, in school or at home. Using a non-intensive, consultative approach, the focus is on the social, emotional, cognitive, communication and behavioural needs resulting from an acquired brain injury. Alongside the child specific neurological support, the Brain Injury Specialist provides wider education, training and support to health care professionals and public services who may engage with children with an acquired brain injury e.g. GPs, nurseries, schools, and therapy teams.

During the last year, the charity undertook an in-depth review and evaluation of the Brain Injury Community Service, UK wide. The results of this (evidence provided) reinforce the need for this specialist support to individual children and families. The evaluation demonstrates the service is highly valued and suggests areas for further development. As a result, the charity has continued to evolve the service model, implementing a more consistent approach to the initial screening and advice offered, clarifying the boundaries of the service at the outset and defining the pathway from referral to discharge.

The charity's experience in providing the Brain Injury Service at St George's hospital combined with their experiences in Leeds, Nottingham and Sheffield places them in a pre-eminent position to continue to provide this service. Projections suggest that approximately 350 children and young people will benefit each year.

Financial Information

Historically, the charity has experienced peaks and troughs in income and has been fortunate to benefit from 'one-off' donations such as a large legacy or 12-month corporate partnership. Whilst these are great opportunities for the charity to maximise its income, they do not represent a reliable, consistent source of income. As part of the organisation's strategic review plans include diversifying its income streams and investing in growing its database to increase committed gift each month to provide reliable and unrestricted income streams.

Year end as at 31 March	2017	2018	2019
	Audited Accounts	Forecast	Budget
	£	£	£
Income & expenditure:			
Income	23,219,000	23,912,000	23,457,000
- % of Income confirmed as at 30/01/18	n/a	n/a	95%
Expenditure	(23,952,000)	25,042,000	(23,886,000)
Total surplus/(deficit)	(733,000)	(1,130,000)	(429,000)
Split between:			
- Restricted surplus/(deficit)	(157,000)	310,000	1,148,000
- Unrestricted surplus/(deficit)	(640,000)	(1,440,000)	(1,577,000)
- Endowment Funds	64,000		
	(733,000)	(1,130,000)	(429,000)
Cost of Raising Funds	4,436,000	4,812,000	4,617,000
- % of income	19.1%	20.1%	19.7%
Operating expenditure (unrestricted funds)	24,214,000	24,572,000	23,886,000
Free unrestricted reserves:			
Free unrestricted reserves held at year end	12,210,000	10,770,000	9,193,000
No of months of operating expenditure	6.1	5.3	4.8
Reserves policy target	8,071,333	8,190,667	7,962,000
No of months of operating expenditure	4.0	4.0	4.0
Free reserves over/(under) target	4,138,667	2,579,333	1,231,000

MEETING: 14/03/2018

Ref: 14513

ASSESSMENT CATEGORY - Making London More Inclusive

Down's Syndrome Association

Adv: Shegufta Rahman

Base: Richmond

Amount requested: £198,006

{Revised request: £116,832}

Benefit: London-wide

Amount recommended: £117,000

The Applicant

Down's Syndrome Association (DSA) has grown from starting as a small, local, parent support group set up in the 1970s to a national charity with over 20,000 members. The charity was registered in 1997 and is the only organisation that focusses solely on all aspects of living with Down's syndrome.

The Application

DSActive is DSA's sports programme for children and adults with Down's syndrome. The programme strives to make society more inclusive for people with Down's syndrome, and this programme helps them achieve their potential and live full and rewarding lives. Working in partnership with local community sports clubs, the project will enable bespoke tennis and football sessions for people with Down's syndrome. The funding requested will enable the charity to maintain and expand this offer across London boroughs, specifically Newham, Barking, Dagenham and Enfield, which have high levels of inactivity amongst people with Down's syndrome. Once skills levels have increased, along with social confidence, DSA will open up pathways for people with Down's syndrome to move into pan-disability sport activities.

The Recommendation

The programme has been running across eight football clubs and four tennis clubs in London with over 200 participants. DSA is well established as specialists in the support of people with Down's syndrome and their families. During assessment your officer identified elements of the original request which fell outside the scope of your funding. Having discussed this in detail with the charity, and recognising the high levels of reserves, a revised budget was submitted (Appendix A to the application form) and DSA has agreed to self-fund the balance of the project.

£117,000 over three years (£38,000, £39,000, £40,000) for the full-time DSActive Sports Officer (London) and associated project costs.

Funding History

Meeting Date	Decision
04/09/2013	£81,700 over three years (£26,400; £27,200; £28,100) for the costs of the In Transit programme for London.
05/11/2008	£68,300 over three years (£22,000; £22,800; £23,500) towards a project providing training on assisting older people with Down's Syndrome who have dementia or Alzheimer's.

Background and detail of proposal

DSActive was launched in 2006 in response to the awareness of the sedentary lifestyle of people with Down's syndrome and the associated health problems, including obesity resulting from a lack of exercise, not participating in sport and poor

dietary choices. Obesity is a common problem amongst the general population, but even more so for people with Down's syndrome with 48% falling in the 'obese' category. A 2010 study conducted by Syracuse University, New York State, found that only 7.4% of adolescents with Down's syndrome met the recommended levels of physical activity and 0% of adults.

Since the launch of DSActive, hundreds of children and adults with Down's syndrome and their families have benefited from the programme. Participants learn a new sport and develop their skills at a faster rate when training or playing with other people with similar skills as they do not feel left out nor isolated. DSActive participants feel confident enough to join other pan-disability sports, with some even joining college sports classes which had previously been prohibitive to them. As well as the health benefits, the programme has social benefits, especially in levels of confidence amongst their own peer group; being part of a team has a positive effect on emotional development. The families and professionals involved also find they benefit from the shared experiences of delivering and participating in DSActive. Overwhelming feedback from coaches has highlighted the development of their communication skills; having to be clear, concise and using visual cues.

Financial Information

The charity's reserves policy is to hold between three to six months of total expenditure. The table below shows DSA's reserves position against three months unrestricted operating expenditure rather than total expenditure. Recognising it has held reserves over and above this policy, the charity is intending to spend into its reserves, specifically with funding from Big Lottery and Sport England coming to an end. Although the value of reserves is increasing slightly, the level of unrestricted expenditure is also increasing, thereby reducing the number of months of expenditure held in reserves. DSA will also self-fund the balance of this project.

Year end as at 31 March	2017 Audited Accounts £	2018 Forecast £	2019 Budget £
Income & expenditure:			
Income	2,186,863	1,972,000	2,040,000
- % of income confirmed as at 05/02/2018	n/a	80%	16%
Expenditure	(2,233,371)	(2,198,491)	(2,170,000)
Total surplus/(deficit)	(46,508)	(226,491)	(130,000)
Split between:			
- Restricted surplus/(deficit)	(59,614)	(380,791)	(155,000)
- Unrestricted surplus/(deficit)	13,080	154,300	25,000
	(46,534)	(226,491)	(130,000)
Cost of Raising Funds	374,880	380,000	380,000
- % of income	17.1%	19.3%	18.6%
Operating expenditure (unrestricted funds)	1,529,076	1,190,000	1,765,000
Free unrestricted reserves:			
Free unrestricted reserves held at year end	1,323,271	1,477,571	1,502,571
No of months of operating expenditure	10.4	14.9	10.2
Reserves policy target	382,269	297,500	441,250
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	941,002	1,180,071	1,061,321

MEETING 14/03/2018

Ref: 14284

ASSESSMENT CATEGORY - Making London More Inclusive

Parochial Church Council of St Mary, Stoke Newington

Adv: Joan Millbank

Amount requested: £100,000

**Base: Hackney
Benefit: Hackney**

Amount recommended: £22,500

The Applicant

The Parochial Church Council of St Mary, Stoke Newington (St Mary) is situated in a neighbourhood that is thriving and relatively wealthy, but which also has pockets of deprivation and hard-pressed communities of interest. Pensioner poverty has been identified as a major issue, together with low income families struggling to make ends meet and recently arrived migrants in need of information and practical support. Single person homelessness is also increasing. St Mary has responded by using its community centre (hub), which adjoins its Church, to host a range of community-based activities.

The Application

St Mary plans to do a major refurbishment of its community hub. This will involve a partial rebuild, relocating facilities and an upgrade of existing spaces to make the building more fit for purpose. Architect drawings with outline costings have been prepared. Planning permission has not yet been sought.

The Recommendation

St Mary needs an estimated £1.6m capital fund to undertake the physical improvements. It has raised £1.1m through the sale of another property and has appointed a fund-raiser to raise the remaining amount required. The Church has undertaken an access audit that has identified and prioritised a range of measures. While St Mary wants an accessible building it has provided limited evidence of the disability needs of existing and potential users. This has been discussed with the applicant and as a result the grant recommended covers only those costs which are known to be necessary for tangible improved access for the wider community.

£22,500 towards internal access improvement works to include accessible toilet and shower (£14,850), access signage (£1,900), entrance buttons and bells (£1,950) and door ironmongery (£3,800).

Funding History

Meeting Date	Decision
08/10/2009	£50,000 towards the access works within the refurbishment of the Old Church.

Background and detail of proposal

St Mary has a track record in working in collaboration with other organisations to address community need; it provides the activity space while partners deliver services and activities. Activities running from St Mary include Hackney Winter Night Shelter providing a bed and a meal to single homeless people once a week from January to March, Trussell Trust foodbank which runs each Thursday and Hackney Migrant Centre providing advice and practical support, including health services, to

refugees, asylum seekers and migrants each Wednesday. The hub is also used by other local groups including a choir for people living with Parkinson's; the local Jewish community; and complimentary therapy groups. The refurbishment plans include a new kitchen, toilet and shower facilities, new rear entrance to the Church, improved access to the Vestry rooms and construction of external parking spaces.

Financial Information

The church considers that, given the nature of the church's work, free reserves should be equivalent to £80,000. It believes that this level provides sufficient flexibility to cover temporary shortfalls in income and to respond to unforeseen emergencies. In 2016 St Mary secured a once-off capital grant of £74,000. No grants were sought in 2017. The level of free reserves shown at March 2016 was £1,214,037. This includes £1,100,000 secured through the sale of a building, which is allocated to the building refurbishment costs. Within budget forecasts, restricted funds are shown prior to any transfer of funds to or from unrestricted funds. The cost of generating funds is low. It is mainly attributed to maintenance costs associated with the letting of rooms that generates income. An estimated annual increase in these costs is linked to an estimated increase in premises use.

Year end as at 31 December	2016 Examined Accounts £	2017 Forecast £	2018 Budget £
Income & expenditure:			
Income	255,163	161,474	148,800
- % of Income confirmed as at Jan 16 2018	n/a	n/a	8%
Expenditure	(212,528)	(164,825)	(162,790)
Total surplus/(deficit)	42,637	(3,351)	(14,190)
Split between:			
- Restricted surplus/(deficit)	65,957	(57,728)	(49,000)
- Unrestricted surplus/(deficit)	(23,320)	54,375	34,810
	42,637	(3,351)	(14,190)
Cost of Raising Funds	4,679	10,961	6
- % of Income	1.8%	6.8%	0.0%
Total operating expenditure	212,528	164,825	162,790
Free unrestricted reserves:			
Free unrestricted reserves held at year end	1,214,037	1,268,412	1,303,222
No of months of operating expenditure	68.5	92.3	96.1
Reserves policy target	80,000	80,000	80,000
No of months of operating expenditure	4.5	5.8	5.9
Free reserves over/(under) target	1,134,037	1,188,412	1,223,222

MEETING: 14/03/2018

Ref: 14399

ASSESSMENT CATEGORY - Making London More Inclusive

Rethink Mental Illness

Adv: Julia Mirkin

Amount requested: £132,909

Base: Lambeth

Benefit: London-wide

Amount recommended: £113,000

The Applicant

Rethink Mental Illness (RMI), formerly called The National Schizophrenia Fellowship, was founded in 1972. RMI's mission is to lead the way to a better quality of life for everyone affected by mental illness. It offers a range of services including: housing, crisis accommodation, residential care, advocacy, carers' support, employment, psychological support and some criminal justice services.

The Application

A programme of peer support for university students experiencing mental ill-health, co-devised and co-delivered by young people with lived experience of mental illness.

The Recommendation

RMI is a leader in co-production in the mental health sector and will draw on the successful Step Up programme to develop Step UP University (SUU). It is recognised that co-production and working with the targeted user group is staff-intensive. However, it was your officer's opinion that the original request had been over-costed. The revised request draws more heavily on salaried staff, reducing the fees budgeted for agency staff; less is budgeted for management and the cost of training materials has reduced as work has already started, building on what already exists. Finally, since the application was submitted, alternative funds have been secured for the external evaluation, reducing the amount requested from CBT.

£113,000 over two years (£53,000; £60,000) towards the Step Up into University London Project Manager salary, SUU project costs, evaluation and on costs.

Funding History

Meeting Date	Decision
10/01/2013	£39,000 for a third year's support of a p/t (3dpw) Young People's Officer plus related activity costs for the Uthink London project.

Background and detail of proposal

SUU is a targeted expansion of RMI's Step Up programme, currently funded by the Big Lottery. Whereas Step Up has focussed on the 16-18 age-group, SUU will target university students. The programme's content and materials will be devised to meet the needs of university students through a process of consultation and development with RMI's young Champions, young volunteers with lived experience of mental ill health, who will also be trained to take on co-delivery roles.

The programme does not seek to replace university welfare provision – which as a minimum is legislated through compliance with the Health and Safety at Work Act 1974; the Equalities Act 2010 and the Human Rights Act 1998 - or indeed mental health services offered through the NHS; it is hoped that SUU will offer a complementary source of support, helping students to learn about mental illness; become skilled at managing their mental wellbeing and connecting with support networks in their new university setting.

Data from 2014-15 academic year, compiled by The Higher Education Statistics Agency, shows that 87,914 students requested counselling in 2015-16 compared with 68,614 in 2014-15, a rise of 28%. Increased instances of mental ill health at university is partly attributed to efforts to broaden access, which have led to higher numbers of students entering higher education with diagnosed mental ill health. It is anticipated that six distinct packages will be developed to address the needs identified during the programme's scoping stage.

Co-production is at the heart of RMI's work, building on a belief that people affected by mental ill health should be empowered to take active roles in their care and have a valuable contribution to make towards shaping programmes that support others. Although largely informed through consultation and co-production, it is anticipated, at this stage, that the issues addressed will include: transferring to mental health services in a new area; withdrawal of financial support; economic downturn and competition for employment; increased family breakdown and coming out.

Financial Information

Traditionally, a high proportion of RMI's income has come from statutory sources, which has exposed it to public sector funding cuts and resulted in deficits on unrestricted funds. In response, RMI has made efficiency savings to reduce operational expenditure and has continued to invest in fundraising. Deficits on unrestricted funds are forecast to fall over the next two years. The current calculation of free unrestricted reserves only includes fixed asset investments that can be realised immediately. In addition, RMI holds £6.52m in shares, 95% of which could be accessed within seven days and has provision for pension and building work liabilities, to which it contributes £304k annually.

Year end as at 31 March	2017 Audited Accounts £	2018 Forecast £	2019 Budget £
Income & expenditure:			
Income	33,717,000	32,009,000	30,300,000
- % of income confirmed as at 09/02/18	n/a	73.19%	94%
Expenditure	(34,266,000)	(33,099,000)	(30,600,000)
Total surplus/(deficit)	(549,000)	(1,090,000)	(300,000)
Split between:			
- Restricted surplus/(deficit)	(311,000)	(149,000)	(100,000)
- Unrestricted surplus/(deficit)	(238,000)	(941,000)	(200,000)
	(549,000)	(1,090,000)	(300,000)
Cost of Raising Funds	1,263,000	1,100,000	1,200,000
- % of income	3.7%	3.4%	4.0%
Operating expenditure (unrestricted funds)	30,895,000	27,953,000	25,700,000
Free unrestricted reserves:			
Free unrestricted reserves held at year end	3,506,000	2,565,000	2,365,000
No of months of operating expenditure	1.4	1.1	1.1
Reserves policy target	4,800,000	4,800,000	4,800,000
No of months of operating expenditure	1.9	2.1	2.2
Free reserves over/(under) target	(1,294,000)	(2,235,000)	(2,435,000)

MEETING 14/03/2018

Ref: 14483

ASSESSMENT CATEGORY - Making London More Inclusive

Sense

Adv: Geraldine Page

Base: Islington

Amount requested: £153,939

Benefit: Newham, Tower Hamlets and Hackney

Amount recommended: 154,000

The Applicant

Sense is a national disability charity that supports people with complex communication needs to be understood, connected and valued. Founded in 1955 as a self-help group by parents of children who were born deafblind as a result of Rubella it has been the main service provider for deafblind people and their carers. It now has a broader focus including; children and adults with dual sensory impairments, autism, and single sensory impairments with additional needs such as epilepsy, cognitive conditions and/or physical disabilities. Services include supporting children, young people and adults in their home, in the community and at its centres. Sense also provide family support services including information, advice, short breaks and family events.

Today, the Sense group comprises of a number of organisations. Sense, the trading name for "Sense, The National Deafblind and Rubella Association", which works in England, Wales and Northern Ireland. It is also the corporate trustee of the Royal Society for Deaf Children (Birmingham) and Coventry Society for the Blind, both separately registered charities. It is the sole member of Sense Scotland, Sense International (also both separately registered charities) and Sense4Enterprise Limited, and it holds 100% of the issued share capital of Helping Sense Ltd, Sense's trading company which runs the Sense charity shops.

The Application

Sense is seeking funding towards its East London 'Amaze' programme supporting 105 young people (over 3 years) aged 16-25 with complex sensory and communication needs to transition towards adulthood. The pilot programme is designed to give young people the chance to develop skills, friendships and local connections through a year long programme of arts and sports activities, working with mainstream and specialist providers. Activities will be chosen to support essential skills development for adulthood including, autonomy, independence, confidence, self-exploration, choice and citizenship.

The young people will benefit from personalised support to achieve individual outcomes through a team of skilled volunteer 'buddies'. This enables young people to practice skills, pursue interests, and maintain local friends. Volunteer buddies will support travel and engagement in group activity days (reducing travel as a barrier) and will meet for a further session each month. Each young person will also create a 'personal statement' through film, image, sound, music and words to enable them to share their preferences, abilities and needs with professionals and future service providers. Following completion of the programme after one year the participants will have the option to continue 1:1 buddying by making payments from their Personal Budgets, continuing the availability of activities and social engagement. (A Personal

Budget is the amount of money a council allocates to an individual to meet their care and support needs.) This model is designed to give independence, flexibility and choice to the young person but also manage sustainability of the programme going forward. If successful, the programme has great potential to be scaled up and delivered across more locations.

The Recommendation

This application will support a group of highly vulnerable young people through a period of significant transition and will help to raise their future aspirations. The project is well planned and is the result of a comprehensive consultation (Shape Your Future, 2015) that Sense ran with young people with complex communication needs and their parents/carers. Sense is requesting a contribution from you towards staffing and project costs with the balance being raised from 2 other sources. Fundraising and personal payments from the young people participating to purchase continuation of support if they wish. The grant is tapered in years 2 and 3 as income from fundraising and personal payments is included. Sense has also applied to the Lockwood Charitable Foundation for £149,921, from which initial feedback has been positive. Funding from the Trust would also enable Sense to attract other funders.

£154,000 over 3 years (£78,500, £55,500, £20,000) for 50% of the f/t Programme Development Manager in years 1 and 2 and towards the running costs of the 'Amaze' programme supporting 105 young people aged 16-25 with complex sensory and communication needs to transition towards adulthood. The grant in years 2 and 3 is conditional on sufficient funds being raised to make the initiative viable.

Funding History

Meeting Date	Decision
10/01/2013	£71,400 over three years (£23,200; £23,800; £24,400) towards employment of service delivery and campaign staff to develop and monitor transition services to deafblind young Londoners.

Background and detail of proposal

Moving in to adult life can be a challenging and daunting time for young people and their families, especially when the young person has complex communication needs. The professionals that have provided support for the most of their lives 'disappear', funding options change, the structure of education settings finishes and with that so does opportunities to socialise and participate in a variety of activities. Young people can become socially isolated, with little opportunity to meet new people, make friends, participate in meaningful activities, or develop skills much needed for adult life. Young people who have complex communication needs (which often act as a barrier to their participation in their own transition to adulthood) often feel they are left out of decisions made about their futures. Many decisions and choices need to be made during transition, yet insufficient knowledge of this process by practitioners and commissioners mean young people risk losing co-ordinated support on reaching adulthood across social care, health and employment. Sense has designed this programme to ensure young people remain at the heart of their transition process, build skills and friends and community links which will benefit them throughout their adult life, and equipped them with the resources to express choices, aspirations and support needs to future service providers.

Financial Information

The financial information presented to you relates to Sense, The National Deafblind and Rubella Association, which works in England, Wales and Northern Ireland who will be delivering this project. Your Officer has also reviewed the Sense Group consolidated accounts and high-level income and expenditure information for 2017/18 and 2018/19, which raise no concerns. Sense is a financially well managed charity. It does however have a pension deficit of £14.5m linked to historical membership of the London Pension Fund Authority. Sense has been working to reduce the actuarial risk that all defined benefit schemes bring. All members have been withdrawn from the scheme and the liability is being actively managed. It is in negotiations to agree a repayment plan and has put in place interim arrangements.

Two thirds of Sense's income come from fees charged to local authorities for its services and it has a significant trading arm in its high street shops. Trustees have a reserves policy target of £12.5m which appear high, but it includes managing the relocation of people who use their residential care in the unlikely event the organisation closes. Free unrestricted reserves are lower as fixed assets have been excluded.

Year end as at 31 March	2017 Audited Accounts £	2018 Forecast £	2019 Budget £
Income & expenditure:			
Income	60 697 375	59 493,000	61 237,000
- % of Income confirmed as at 01/02/18	n/a	94.72%	72%
Expenditure	(59 346 346)	(58 720,000)	(59,644,000)
Actuarial loss on pension scheme	(1 128,000)	N/A	N/A
Total surplus/(deficit)	223,029	773,000	1,593,000
Split between:			
- Restricted surplus/(deficit)	228,771	0	0
- Unrestricted surplus/(deficit)	2,881	773,000	1,593,000
- Endowment Funds	(8,623)	N/A	N/A
	223,029	773,000	1,593,000
Cost of Raising Funds	10,531 984	10,372 000	11,135,000
- % of Income	17.4%	17.4%	18.2%
Operating expenditure (unrestricted funds)	57 859,761	55,444 000	57,081 000
Free unrestricted reserves:			
Free unrestricted reserves held at year end	3,811,207	4,584 207	6,177,207
No of months of operating expenditure	0.8	1.0	1.3
Reserves policy target	12 500 000	12,500,000	12,500,000
No of months of operating expenditure	2.6	2.7	2.6
Free reserves over/(under) target	(8 688 793)	(7 915 793)	(6 322,793)

MEETING: 14/03/2018

Ref: 14328

ASSESSMENT CATEGORY - Older Londoners

Community Empowerment and Support Initiatives (CESI)

Adv: Julia Mirkin

Amount requested: £124,806

Base: Greenwich

Benefit: Greenwich

Amount recommended: £69,600

The Applicant

The Community Empowerment and Support Initiative (CESI), a registered charity, was established in 2007 to support the needs of the Nepalese, ex-British Gurkha community in the Royal Borough of Greenwich. CESI delivers a range of activities to improve beneficiaries' health and well-being, including regular exercise classes and a running club; it offers advice, signposting and casework for housing, benefits and health issues and works to reduce social isolation amongst its elderly beneficiaries by offering social events and day trips.

The Application

The original application comprised four elements: health and fitness activities; advice sessions delivered by volunteers; volunteer training; and a community events programme. Costs are requested for staffing, programme and on-costs at c. £40K per year for three years.

The Recommendation

CESI is very well connected to the Nepalese Gurkha community in Greenwich and has a ten-year track-record of delivering a range of health-related, advice, and social events that offer a lifeline for many of its beneficiaries. CESI has secured significant grants in the last few years from the Big Lottery and from the Royal British Legion, which cover the costs of its main programme and some additional outreach work. This application is to work specifically with beneficiaries over the age of 75 years.

It is your officer's recommendation, however, that the original proposal be simplified and focussed - losing the advice element as CESI is not an accredited advice provider, as is your policy, and scaling back the community events element as it would be challenging to restrict these to the target group. The sum recommended, therefore, is less than the sum requested, which has been agreed with the applicant.

£69,600 (£24,200; £22,700; £22,700) for the salary costs of a P/t Project Coordinator (3 dpw), and running costs of healthy-living workshops, yoga, jogging, Volunteer training and expenses, excursions and a 10% contribution to core costs.

Funding History

N/a

Background and detail of proposal

The revised programme comprises three healthy living awareness workshops on issues such as, managing diabetes, high blood-pressure and alcohol addiction; regular exercise activities, specifically tailored for the target age group, such as yoga and facilitated exercise in local open spaces; a programme of volunteer training to encourage elderly people to engage positively with their communities and three annual excursions to visit places of British historical and cultural importance. The costs of a part-time Project Coordinator (0.6 FTE) have been included in the revised proposal; the costs of producing publicity and an advertisement on the

Nepalese television channel, plus a contribution to core costs has also been included.

Although CESI is closely connected to the needs of the local Nepalese community, it became apparent at assessment that it would benefit from some capacity building, particularly in relation to preparing its accounts, fundraising and financial planning. All of CESI's core operational tasks are carried out by volunteers; paid staff are solely project-funded. As the organisation becomes more established and seeks to develop its programme, it would, no doubt, benefit from greater professionalisation.

Financial Information

In the last four years, CESI's income has ranged from £81,207 to £145,208, which is an overall increase of 44%. However, the accounts for the year ending March 2017 show that less than two weeks of running costs were held in reserve, and a large proportion of CESI's income derived from only two sources. Furthermore, the 2017 accounts do not include a reserves policy target or a figure for the cost of raising funds. The 2018 and 2019 figures for both the cost of raising funds and the reserves policy targets in the table below are estimates provided by the charity.

A modest amount of unrestricted income is raised annually from a community fundraising event, which is used to cover audit fees and slowly build reserves. It is hoped that the applicant can move closer towards a full-cost recovery model as it gains skills and experience in fundraising. It is partly in this context that your officer has recommended streamlining the request to ensure it is manageable, can be delivered to a high standard and does not lead to a funding dependency. Details of the Cranfield Trust's capacity-building support have been passed onto the applicant.

Year end as at 31 March	2017 Examined Accounts £	2018 Forecast £	2019 Budget £
Income & expenditure:			
Income	145,208	108,119	140,931
- % of income confirmed as at 12/01/18	n/a	n/a	79%
Expenditure	(115,228)	(136,886)	(137,931)
Total surplus/(deficit)	29,980	(28,767)	3,000
Split between:			
- Restricted surplus/(deficit)	34,236	(32,325)	0
- Unrestricted surplus/(deficit)	(4,256)	3,558	3,000
	29,980	(28,767)	3,000
Cost of Raising Funds	0	1,816	2,000
- % of income	0.0%	1.7%	1.4%
Total expenditure	115,228	136,886	137,931
Free unrestricted reserves:			
Free unrestricted reserves held at year end	4,184	7,742	10,742
No of months of operating expenditure	0.4	0.7	0.9
Reserves policy target	0	9,500	18,000
No of months of operating expenditure	0.0	0.8	1.6
Free reserves over/(under) target	4,184	(1,758)	(7,258)

MEETING: 14/03/2018

Ref: 14506

ASSESSMENT CATEGORY - Older Londoners

Royal Hospital Chelsea

Adv: Tim Willson

Amount requested: £120,700

Base: Kensington & Chelsea

Benefit: Kensington & Chelsea

Amount recommended: £120,700

The Applicant

Members will be familiar with the Royal Hospital Chelsea (RHC), home to the Chelsea Pensioners. Established in 1682 by Charles II as a retreat for army veterans, the first residents lived on site from 1692. Today, there are almost 290 resident Chelsea Pensioners with an average age of 82. All served as regular soldiers, have no dependent spouse or family, and find themselves in need. The application was received from the Royal Hospital Chelsea Appeal ('Appeal'), a Charitable Company established to engage in activities for the exclusive benefit of the Royal Hospital Chelsea (RHC). The RHC is the parent organisation and was established under Royal Warrant (it is therefore an exempt charity, not registered with the Charity Commission). Appeal raises funds and manages income generating activities to bridge the gap between the RHC's core grant from the Ministry of Defence and the full costs of running its services. Since the equipment subject to this application would be purchased and owned by RHC, officers recommend that Members consider a grant to RHC rather than Appeal.

The Application

A significant part of RHC's work involves the community projects Chelsea Pensioners undertake. These include prison visits, talks at schools, work with younger wounded veterans and volunteering at soup kitchens. This takes place across London, and sometimes beyond the capital. RHC encourages what it calls 'purposeful independence' of its residents to enhance the dignity and wellbeing of the Chelsea Pensioners, and mindful that life for military veterans can often be difficult. As residents age, their physical and cognitive capabilities inevitably decline. This in turn can limit their independence and restrict them to the confines of the Chelsea site. RHC seeks to purchase GPS-enabled tracking pendants that will give Chelsea Pensioners confidence to travel independently. The pendants work off the mobile phone network and have an auto-trigger if a wearer suffers a fall. The wearer can also press a button for help. To enable the trackers to work in the grounds of the RHC, funding is also sought to purchase and install two small-scale aerial masts compatible with the site's Grade I listed buildings.

The Recommendation

This is a request for capital funding, but firmly within the scope of your programme for Older Londoners since it will help ensure that Chelsea Pensioners lead more active and healthier lives. The proposed equipment is endorsed by a leading older people's charity, and it is realistic to assume that the pendants will enable Chelsea Pensioners to maintain their 'purposeful independence' until a much later age. Your guidance precludes grants to hospitals or primary healthcare providers. Whilst there are infirmary facilities on site, RHC is a hospital in name only with its work covering a

far broader range of community services and support for older people. Funding is advised as follows:

£120,700 to allow the Royal Hospital Chelsea to purchase GPS tracking pendants and aerial masts.

Funding History

None.

Background and detail of proposal

RHC is aware that other organisations could benefit from their expertise as veteran specialists, and have a recently-established post for learning and outreach. The charity has received interest from the Royal British Legion and Masonic Charities with veteran care services. RHC also wishes to reach out to support isolated, non-resident veterans, and younger people from areas of deprivation. The Chelsea Pensioners themselves are central to these new services and RHC wishes to ensure their independence for longer.

Financial Information

Approximately 60% of RHC's income comes from a core grant made by Ministry of Defence. Fundraising, and return from investments (property and non-property) covers the gap. The free reserves shown in the table below represent cash held to manage any unexpected shortfalls in income. RHC holds additional reserves, designated towards the maintenance of the historic site. Gains on investments and fixed assets seen in 2016-17 arise principally from the revaluation of RHC's operational and investment properties.

Year end as at 31 March	2017 Audited Accounts £	2018 Forecast £	2019 Budget £
Income & expenditure:			
Income	20,878,000	20,982,000	20,483,000
- % of Income confirmed	n/a	100%	75%
Expenditure	18,591,000	19,251,000	19,438,000
Net surplus/(deficit)	2,287,000	1,731,000	1,045,000
Gain on Investments and fixed assets	13,865,000	0	0
Total surplus/(deficit)	16,152,000	0	0
Split between:			
- Restricted surplus/(deficit)	194,000	1,150	0
- Unrestricted surplus/(deficit)	15,958,000	1,729,850	1,045,000
	16,152,000	1,731,000	1,045,000
Cost of Raising Funds	1,850,000	1,020,000	1,050,000
- % of Income	8.9%	4.9%	5.1%
Operating expenditure (unrestricted funds)	18,443,000	18,947,844	18,986,400
Free unrestricted reserves:			
Free unrestricted reserves held at year end	3,360,000	5,089,850	6,134,850
No of months of operating expenditure	2.2	3.2	3.9
Reserves policy target	9,221,500	9,473,922	9,483,200
No of months of operating expenditure	6.0	6.0	6.0
Free reserves over/(under) target	(5,861,500)	(4,384,072)	(3,348,350)

MEETING: 14/03/2018

Ref: 14504

ASSESSMENT CATEGORY - Older Londoners

Saint Francis Hospice

Adv: Tim Wilson

Amount requested: £75,478

Base: Havering

Benefit: Havering, Barking & Dagenham and Redbridge

Amount recommended: £75,500

The Applicant

Saint Francis Hospice provides palliative care and support to patients, their families and carers in North East London. There are 19 inpatient beds as well as a range of outpatient and community-based services. It is one of the largest hospices in the UK and has a specific focus on reaching the most vulnerable who would otherwise be at risk of missing out on specialist care.

The Application

The Hospice seeks funding to start a one-to-one support service for socially isolated carers. The scheme will offer companionship to help tackle the loneliness associated with care and the emotional impact of supporting a loved one with a terminal condition. It will also provide practical assistance to help carers learn the skills needed to manage a household, whether that be banking, learning how to use domestic appliances, or budget and undertake grocery shopping. The service will be promoted through local marketing, through the welcome pack new residents (and out-patients) receive, and through the Hospice's existing telephone helpline. Volunteers (known as 'buddies') will be recruited via the Hospice's wide network of contacts and Havering Volunteer Centre. Comprehensive training will be available as well as on-going support from the Project Coordinator who is subject to this application. Since some of the activities will take place at carers' homes, enhanced DBS checks and the application of the Hospice's existing safeguarding policies will ensure that buddies' and carers' welfare is protected.

The Recommendation

The Hospice will test demand for the carers' service during the two years of City Bridge Trust funding. Depending on evidence for ongoing need and the level of resource required, the management team will submit a case for core funding to the Hospice's trustees. Volunteer support is an essential part of the Hospice's work, and Saint Francis has experience of delivering several volunteer-led projects for a variety of funders. The buddy scheme is well designed and seeks to meet a clear need. Funding is advised as follows:

£75,500 over two years (£37,200; £38,300) for a full-time Project Coordinator and support costs to establish a new one-to-one service for socially isolated carers. The funds to be restricted for work with those who have ongoing care responsibilities.

Funding History

Meeting Date	Decision
20/03/2017	Application rejected for falling outside the Trust's priorities.
24/05/2016	Application rejected for falling outside the Trust's priorities.
06/04/2006	£43,000 towards salaries to provide complementary therapies to people with life limiting conditions in outer East London.

Background and detail of proposal

In addition to its core palliative services, Saint Francis Hospice offers several support schemes for patients and their families including a telephone helpline, cream teas, and bereavement support. The Hospice has trialled several group schemes for carers in recent years, and has received consistent feedback that people want one-to-one support. Many of the Hospice's current patients come from households where domestic responsibilities are strongly gendered. This can mean that the patient's skills and knowledge are lost to that household when they are admitted to the Hospice (even as an out-patient). Whilst members of the community nursing team are frequently asked to help with domestic chores when on their rounds, they are unable to do so due to insurance restrictions. The buddy scheme will look to address this demand and help improve the wellbeing of older carers.

Financial Information

Saint Francis Hospice aims for free reserves equivalent to 12 months' planned operating costs. Given the organisation's reliance on public donations (which account for around 60% of annual income) and the nature of the services provided, this is a reasonable target to ensure the charity has an appropriate financial buffer. The Hospice has 12 charity shops and this is reflected in the relatively high cost of raising funds shown in the table below.

Year end as at 31 March	2017 Audited Accounts £	2018 Forecast £	2019 Budget £
Income & expenditure:			
Income	11,268,000	10,802,258	11,131,602
- % of Income confirmed	n/a	74%	28%
Expenditure (<i>less gains on investment</i>)	10,478,000	11,033,365	11,129,821
Total surplus/(deficit)	790,000	(231,107)	1,781
Split between:			
- Restricted surplus/(deficit)	280,000	0	0
- Unrestricted surplus/(deficit)	510,000	(231,107)	1,781
	790,000	(231,107)	1,781
Cost of Raising Funds	3,183,000	2,492,768	2,229,497
- % of income	28.2%	23.1%	20.0%
Operating expenditure (unrestricted funds)	10,716,000	10,730,607	10,812,993
Free unrestricted reserves:			
Free unrestricted reserves held at year end	8,328,000	8,096,893	8,098,674
No of months of operating expenditure	9.3	9.1	9.0
Reserves policy target	10,716,000	10,730,607	10,812,993
No of months of operating expenditure	12.0	12.0	12.0
Free reserves over/(under) target	(2,388,000)	(2,633,714)	(2,714,319)

MEETING: 14/03/2018

Ref: 14219

ASSESSMENT CATEGORY - Reducing Poverty

Alternatives Trust East London

Adv: Sandra Jones

Amount requested: £90,000

Base: Newham

Benefit: Newham

Amount recommended: £90,000

The Applicant

Alternatives Trust East London (ATEL), a charity, was set up in 1994 to support the physical and mental health of women relating to pregnancy. This was initially achieved by providing pregnancy choices and support along with support for pregnancy loss (adoption, termination, miscarriage, stillbirth) and sexual health education. As ante-natal services and sexual health education within the health service increased, the focus of the organisation changed and from 2005 ATEL has worked with pregnant women in difficult situations in need of significant, long term help to cope with life and parenting. Over the last year the organisation has helped a growing number of African and Albanian women who have suffered sexual exploitation. All women using the services are living in poverty, sometimes destitute, with the majority coming from an abusive situation with little or no support from friends or family in the UK. Services include providing emergency food, baby equipment and clothing; and support to address long-term causes of the destitution.

The Application

ATEL is seeking your support to employ a full time Destitution Co-ordinator to respond to the growing demand for the service. The post will co-ordinate the response to new clients, either helping them directly or referring them to other staff within the organisation or agencies as appropriate. Currently new clients are seen by a range of staff in addition to their current jobs; this post will enable the organisation to manage an increase in numbers. There is no large or publicly funded alternative provision, with the local authority often referring families to the organisation.

The Recommendation

Over the years the organisation has built a good track record for supporting young women and their families who find themselves in abject poverty. With an increase in demand for their services, the creation of a specific post to undertake the liaison of support for the clients will enable them to support more individuals in a holistic and effective way. The organisation will be using its reserves to fund the increase in activity that the Co-Ordinator will generate.

£90,000 over three years (3 x £30,000) towards the FTE salary of a Destitution Co-Ordinator.

Funding History

Meeting Date	Decision
04/10/2007	£21,000 over three years (3 x £7,000) towards a programme of life skills training for young parents in Newham.

Background and detail of proposal

Working with a range of partners, ATEL aim to provide a holistic service for those women and their young families that find themselves in a position of extreme

poverty. Referrals come from a range of sources such as midwives, social services, health and education providers, other voluntary organisations as well as word of mouth. Immediate support is usually around providing food, clothing and equipment as well as finding accommodation. 79% of the 100+ current clients are homeless, with 79% also having no recourse to public funds. 90% have a background of abuse. Often this is the first time the client has asked for help, fearing that by being homeless with nothing for the baby, the child will be taken away.

The Co-ordinator will triage the individual, referring them to either a trained advisor from the organisation or other appropriate support; it could be the local advice agency for legal advice, food bank, homelessness agency or refuge. Local agencies and businesses do donate goods, but not enough to meet demand. The post-holder will monitor the progress of the client, giving support when necessary.

Financial Information

Trustees have a policy to hold free reserves of between 3 and 6 months in order to manage risk and safeguard the charity against fluctuations in income and level of demand for its services, the latter having increased significantly over recent years. The reserves reflect the fact that most of the voluntary income comes through a Christmas appeal. Restricted grants are awarded at the end of ATEL's financial year to be spent in the following year.

In the financial year just ended, the organisation received a £85,000 legacy which the trustees have agreed will be designated for developing a training room within their grounds. This will be utilised by the organisation as well as provide them with some income from hiring. With the appointment of the new post identified in this bid, the level of free reserves will reduce as it will be used for clients who will be supported through provision of food, clothing and equipment.

Year end as at 31 December	2016 Examined Accounts £	2017 Draft Accounts £	2018 Forecast £
Income & expenditure:			
Income	184,133	232,607	243,000
- % of income confirmed as at 25/01/2018	n/a	n/a	24%
Expenditure	(163,356)	(169,617)	(225,000)
Total surplus/(deficit)	20,777	62,990	18,000
Split between:			
- Restricted surplus/(deficit)	24,028	784	12,400
- Unrestricted surplus/(deficit)	(3,251)	62,206	5,600
	20,777	62,990	18,000
Cost of Raising Funds	3,570	12,968	22,600
- % of Income	1.9%	5.6%	9.3%
Operating expenditure (unrestricted funds)	33,552	49,524	59,400
Free unrestricted reserves:			
Free unrestricted reserves held at year end	30,440	92,646	98,246
No of months of operating expenditure	10.9	22.4	19.8
Reserves policy target	8,368	12,381	14,850
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	22,052	80,265	83,396

MEETING: 14/03/2018

Ref: 14332

ASSESSMENT CATEGORY - Reducing Poverty

Community Links Trust Ltd

Adv: Kate Moralee

Base: Newham

Amount requested: £132,964

(Revised request: £158,494)

Benefit: Newham

Amount recommended: £158,500

The Applicant

Community Links' (CL) aim is to find new solutions to existing problems and to work with the local community to deliver those solutions. CL adopts an asset based approach, acts early to prevent problems from occurring or becoming entrenched and aims to provide access to all forms of opportunity to generate change with the local community. Core activities include work with young people, advice, community development, education, employment and training and health.

The Trust provided funding for a merger/partnership with Catch22 in 2017. Catch22 is now the parent organisation though Community Links remains independently constituted, independently registered with the Charity Commission and operates its own budget within the Catch22 Group structure. CL launched a new three-year strategy vision in 2017 "Ready for Everything Communities" a community of ambition, resilience and influence, where people support each other to thrive and achieve.

The Application

The Trust is asked to support a p/t Advice Worker (specialising in Housing Advice) and associated costs to strengthen the current advice offer and the mapping, testing and implementation of a new model of relational holistic advice.

The Recommendation

CL has worked in the borough of Newham for 40 years and is well established within the local community. CL has a track record of and reputation for delivering excellent quality advice services. It works in partnership with other local advice agencies including a multi sign-posting service across East London. The organisation has recently moved to a new building providing a visible presence in the local community, though this project aims to extend advice services to two outreach locations.

The model responds to the increasing complexity of cases encountered by current advice workers and aims to provide those who access these services with the tools and ability to find their own solutions in the future. The request is for the first three years of a five-year project for which funds must be secured for the final two years. Your officer requested a revised budget be submitted to accurately reflect the salary and hours required to attract the right expertise and experience to meet demand and to include an external evaluation to demonstrate the effectiveness and impact of this relational approach, providing evidence to secure funding for the final two years of the project and to influence policy and practice in this arena.

The application fits well with your Reducing Poverty priority and funding is recommended as follows:

£158,500 over 3 years (£51,900; £51,100; £55,500) for 0.8fte equivalent Specialist Adviser post; community engagement and evaluation costs as well as a contribution to organisational overheads.

Funding History

Meeting Date	Decision
20/03/2017	£50,000 towards fees related to the merger/ partnership with a second party
24/11/2016	Stepping Stones: £50,000 over 12 months to cover the costs of a Capital Development Manager to prepare the business case for a capital appeal as well as the structure of any social investment fundraising.
03/10/2013	£76,000 over two years (2 x £38,000) for the costs of a part-time (3dpw) Community Development Worker, associated ESOL programme costs and a contribution to core costs at 15%.

Background and detail of proposal

The level of demand for benefit and housing advice in Newham far outstrips the provision. The local CAB has experienced excessive demand for services with having to turn people away from the service. CL offers one off 25-minute advice sessions, with the opportunity to refer limited numbers to case workers. Its form filling service has six volunteers is currently open from 8am to 5:30pm and is busy throughout that time. CL has petitioned for a separate entrance to the building to extend hours as demand is so great. The service is seeing more and more complicated cases and has at times had to represent people at appeals. A legal advice service is offered one evening per week and people start to queue at 3pm though the service does not start until 6:30pm.

Newham has the worst private rented sector in London in terms of quality and eviction rates. Newham has seen a rise in evictions and resulting homelessness with an 85% increase in rough sleeping from 2016 to 2017 (rising from 16 in 2014 to 76 in 2017). With the roll out of Universal Credit in 2018 it is feared that this situation will get worse. CL is already seeing a rise in the level of poverty and hunger and is in the process of opening a Foodbank. In addition to this Newham is undergoing significant regeneration which is changing the demographic and creating community churn, fragmentation and isolation.

CL has developed a model of advice giving which is embedded in the local community, recognising strengths and giving people the tools to develop their own solutions. It aims to provide a relational service rather than a one-off crisis transactional model. The priority is to ensure that current demand can be met, and all aspects of advice needs are met, increasing provision at its hub and providing two outreach services for parts of the borough where there are no advice services currently. At the same time CL will train and connect different parts of the community to explore how they can support each other, share learning from practice using this to influence policy and pioneer a digital approach, exploring the use of technology to improve delivery.

Financial Information

As Catch22 are the responsible legal entity for any grant awarded by CBT your officer has analysed and presented the financial information for Catch22. CL operates an independent budget within the Catch22 Group. Whilst Catch22 predicts growth in 2018 your officer is confident that this growth can be adequately managed within the current financial systems and procedures. It has a strong and robust Reserves Policy developed in April 2017 which provides for unforeseen emergencies or unexpected needs.

Year end as at 31st August	FY 16 Audited Accounts £	FY 17 Draft £	FY 18 Forecast £
Income & expenditure:			
Income	46,818,000	48,388,341	57,118,972
- % of Income confirmed @5.1.18	n/a	n/a	92%
Expenditure	(48,715,000)	(49,127,362)	(56,549,537)
Total surplus/(deficit)	(1,897,000)	(739,021)	569,435
Split between:			
- Restricted surplus/(deficit)	(2,107,000)	(24,921)	649,019
- Unrestricted surplus/(deficit)	210,000	(714,100)	(79,585)
	(1,897,000)	(739,021)	569,434
Cost of Raising Funds	0	80,000	80,000
- % of Income	0.0%	0.2%	0.1%
Operating expenditure (unrestricted funds)	36,006,000	40,665,350	43,960,351
Free unrestricted reserves:			
Free unrestricted reserves held at year end	7,842,000	7,127,900	7,048,315
No of months of operating expenditure	2.6	2.1	1.9
Reserves policy target	4,600,000	4,600,000	4,600,000
No of months of operating expenditure	1.5	1.4	1.3
Free reserves over/(under) target	3,242,000	2,527,900	2,448,315

MEETING: 14/03/2018

Ref: 14331

ASSESSMENT CATEGORY - Reducing Poverty

Deptford Reach

Adv: Julla Mirkin

Amount requested: £95,067

Base: Lewisham

Benefit: Lewisham

Amount recommended: £31,000

The Applicant

Deptford Reach (DR), a registered charity, describes itself as a 'prevention & crisis intervention centre'. It offers a range of services to vulnerable people, particularly the homeless and the socially excluded, through its day centre. Services include: advice, education and training, counselling and practical help with issues concerning housing, benefits, employment and health. Historically, DR's beneficiaries have mostly been homeless. However, increasingly, people who work part-time; are single-parents; or who are on zero-hour contracts are seeking support.

A stepping Stones grant in 2015 allowed DR to explore the possibility of raising loan finance for the development of its building. DR was keen to have transitional housing on site to support people progress from homelessness to private accommodation. As part of the capital fundraising campaign, DR approached the London Housing Foundation (LHF), an endowed charity that supports homelessness agencies. However, LHF raised concerns about DR's plans: early development work revealed that DR's existing building is unsuitable for development and would need to be demolished to allow a new building to be built from scratch, halting DR's day-to-day operations. LHF suggested DR seek a new site in the local area that could be converted and developed to provide a larger and more adaptable space, allowing for an expansion of DR's activities but importantly, also allowing DR's operations to continue whilst the new site's development is undertaken. Finally, LHF suggested DR sell its current site to help fund the purchase and also provide an endowment of approximately £500,000, providing some regular income in future years.

Following significant developments of DR's Board, including the Secretary of LHF taking on the Chairmanship of DR, the strategy proposed by LHF has been adopted. Garfield Weston has awarded a capital grant for £100k, which is currently held on receipt; London Borough of Lewisham are keen for DR to remain in the north of the borough and having initially offered considerable grant and loan finance for DR's original proposal, remain interested in supporting the project. Disposal of the current site is expected to raise between £2.5 - £3m and the budget for the purchase, conversion and development of a new site is estimated to cost £2.2m.

The Application: This request is to fund the salary and on-costs of a full-time Crisis Intervention Advice Worker to offer one-to-one advice sessions, tackling food poverty through the provision of money, debt and housing advice.

The Recommendation

Given the uncertainty of DR's situation during 2018-19, your officer's recommendation is that only one-year of funding be awarded and any potential continuation funding request be assessed in the context of DR's progress and circumstances at that time.

£31,000 for one year towards the salary and on costs of the full-time Crisis Intervention Advice Worker.

Funding History

Meeting	Decision
09/07/2015	£50,000 to enable Deptford Reach to explore purchasing its own site.

Background and detail of proposal

In the last year, DR has seen a significant increase in beneficiaries seeking support, many of whom struggle to access mainstream services due to being new to the area, having refugee status or being ex-offenders and therefore, feeling disinclined to engage with the authorities. Nearly 12% of the working-age population in Lewisham are in receipt of out-of-work benefits, the 4th highest in London and DR is the only organisation offering drop-in advice services in the borough. With its 27-year track record, DR staff have detailed knowledge of referral pathways for clients within the borough and beyond and are well-positioned to tackle the multiple and increasingly complex needs of the beneficiaries that seek its support. DR has good working relationships with other local charities; with other homeless and transitional housing providers and with the local authority. It has an Advice Quality Mark and other professional quality standards that demonstrate the high standard of its work.

Financial Information

DR advises that the surplus on restricted funds in 16-17 offsets the deficits incurred in 17-18 and 18-19. DR has forecast to use all its remaining unrestricted reserves to offset the budgeted deficit on restricted funds for 18-19. The charity advises that its deficits on restricted funds have been caused by reductions in its contract income from Lewisham Council and from its focus on its capital project. DR commenced with the capital project in 16-17, incurring costs for legal fees and a fundraising consultant, resulting in higher unrestricted expenditure and the cost of raising funds during that year. £100,000 awarded from Garfield Weston towards capital costs was also awarded during 16-17, which explains the inflated income figure for that year. In the context of DR's capital project – and its new association with London Housing Foundation that has offered DR up to £250,000 per year for running costs between 18-19 and 21-22 - DR has not prioritised recovering its reserves and intends to adjust its reserves target in 18-19, the new figure not being available currently.

Year end as at 31 March	2017 Examined Accounts	2018 Forecast	2019 Budget
Income & expenditure:			
Income	285,356	185,000	189,000
- % of income confirmed as at 07/02/18	n/a	95.88%	16%
Expenditure	(266,469)	(208,000)	(283,000)
Total surplus/(deficit)	18,887	(23,000)	(94,000)
Split between:			
- Restricted surplus/(deficit)	86,356	(48,000)	(94,000)
- Unrestricted surplus/(deficit)	(67,469)	25,000	0
	18,887	(23,000)	(94,000)
Cost of Raising Funds	61,820	23,000	29,000
- % of income	21.7%	12.4%	15.3%
Operating expenditure (total funds)	266,469	208,000	283,000
Free unrestricted reserves:			
Free unrestricted reserves held at year end	24,911	49,911	0
No of months of operating expenditure	1.1	2.9	0.0
Reserves policy target	110,000	110,000	110,000
No of months of operating expenditure	5.0	6.3	4.7
Free reserves over/(under) target	(85,089)	(60,089)	(110,000)

MEETING: 14/03/2018

Ref: 14397

ASSESSMENT CATEGORY - Reducing Poverty

Hammersmith and Fulham Law Centre

Adv: Kate Moralee
Base: Hammersmith & Fulham
Benefit: Hammersmith & Fulham

Amount requested: £148,500

(Revised request: £183,579)

Amount recommended: £183,600

The Applicant

Hammersmith and Fulham Law Centre (H&FLC) challenges poverty, disadvantage, exclusion and homelessness by providing people in need with legal advice and representation. A registered charity it offers legal advice and guidance in debt, housing, immigration and domestic violence. It also runs two County Court duty advice schemes and an advice project for an HIV support charity. As well as front line legal advice and representation H&FLC provides second tier advice and training, leading the local Advice Forum.

The Application

The Trust is asked to support a f/t solicitor specialising in Welfare Benefits and a proportion of organisational overheads, to develop an Anti-Child Poverty Unit. The solicitor will work closely with other advice agencies, the local foodbank and health services to actively target those most in need providing early benefits advice to support people to maintain a roof over their heads and maximise income. During the visit your officer queried the salary required to attract a solicitor with the relevant skills, expertise and experience to lead the project, and queried the on-costs included in the budget. The original request was subsequently revised (shown in the application form) to include a higher starting salary, 20% on-costs and cost of inflation over the three years.

The Recommendation

The organisation has a long history of working in the borough (since 1979) and an excellent reputation for the quality of its work. Its purpose of advising on matters relevant to those most disadvantaged in the community and for those in poverty remain a priority in 2018. Despite a long period without Local Authority funding and cuts to Legal Aid, H&FLC still provides a core advice service. H&FLC is now focussed on growing and changing the organisation in response to the increased and changing demand. This project will deliver a more holistic, multi-disciplinary approach to provide a more preventative and integrated service. This application fits well with your priority of Reducing Poverty and your officer recommends that funding be released on receipt of satisfactory quarterly management accounts until the organisation returns to a position of positive free reserves:

£183,600 over 3 years (£59,400, £61,200 £63,000) for a f/t solicitor and contribution to organisational overheads to develop an Anti Child Poverty Unit with funding released on receipt of satisfactory quarterly management accounts until the organisation returns to a position of positive free reserves.

Funding History

None

Background and detail of proposal

Child poverty is rising and poverty in the UK is changing. H&FLC is seeing an increased reliance on foodbanks, a rise in zero hours contracts, the roll out of Universal Credit and other changes to the Welfare Benefit system including Local Housing Allowance and sanctions. Many local families with children in poverty are families where one or both parents are working. The impact of the low wage and unreliable hours economy alongside the Welfare Benefit changes is creating increased hardship and difficulties. With an increase in the number of families living in the Private Rented Sector (PRS), due to the lack of availability of social housing and the local authority housing homeless families in privately rented accommodation, H&FLW are encountering an increase in the number of families evicted. The biggest cause of homelessness in the UK is ending of an assured shorthold tenancy which is exacerbated by the six weeks non payment rule of Universal Credit. This rule often results in two months arrears, court appearance and possession order. A crisis response at this stage generally cannot prevent the eviction.

H&FLC intends to provide a weekly advice line, outreach advice, train volunteers and develop information and advice packs to support people to navigate the complicated welfare system. Working in partnership with other services in the local area eg, GP surgeries and healthcare professionals, foodbank, H&FLC will be able to provide advice and support earlier and prevent cases getting to court. Assistance will be given to apply for benefits, appeal incorrect decisions and represent people at tribunals and court. These earlier interventions will result in better chances for children maintaining a secure roof, increasing income to alleviate poverty and providing support to manage any debt.

H&FLC leads a thriving Advice Forum and works collaboratively to develop an effective advice network across the borough. Their approach is one of education and empowerment to reduce poverty and exclusion. The supervising solicitor demonstrates effective leadership and is keen to explore health/justice partnership work in Australia and Canada (through support from The Winston Churchill Memorial Trust) which improves access to legal advice and creates a much more joined up and holistic approach, with the aim of replicating the projects locally.

Financial Information

H&FLC has moved from a position of small deficit to a growing surplus, the direction of travel is positive. H&FLC have operated hand to mouth since the reductions in Legal Aid in 2013 and have not received any financial support from the Local Authority for 8 years, until 2016. The senior staff and Management Committee receive monthly management accounts and a thorough cash flow forecast has been submitted which predicts a growing surplus. H&FLC has an excellent relationship and long-standing overdraft facility with its bank, which it has used when necessary.

H&FLC had a period without a finance officer which resulted in misinformation provided to the auditors and led to the accounts being restated two years running. The restatements were because of inaccurate estimate of disbursements, for income for Legal Aid work which are immediately paid out to Counsel for representation in court.

The current position for 2018 is accurate as a new finance officer has been appointed and thoroughly checked the disbursement position. H&FLC have also

appointed a solicitor for four months to work through a backlog of billing which was creating a cashflow issue.

H&FLC has recently secured a £10,000 grant from London Legal Support Trust to become a Centre of Excellence, which it is hoped will provide further opportunity for income generation. H&FLC has recently moved office, incurring costs, however the Council is considering covering these costs, it has also recently secured a 10-year contract with the LA to provide housing advice which is outside scope and deliver some strategic work across the borough, providing long term stability.

Year end as at 31st March	FY 17	FY 18	FY 19
	Audited Accounts	Forecast	Forecast
	£	£	£
Income & expenditure:			
Income	351,060	370,744	362,169
- % of income confirmed @ 31/1/18	n/a	n/a	49%
Expenditure	(346,370)	(351,213)	(345,640)
Total surplus/(deficit)	4,690	19,531	16,529
Split between:			
- Restricted surplus/(deficit)	0	0	0
- Unrestricted surplus/(deficit)	4,690	19,531	16,529
	4,690	19,531	16,529
Cost of Raising Funds		2,412	2,412
- % of income	0.0%	0.7%	0.7%
Operating expenditure (unrestricted funds)	156,568	170,526	153,875
Free unrestricted reserves:			
Free unrestricted reserves held at year end	(11,586)	7,945	24,474
No of months of operating expenditure	-0.9	0.6	1.9
Reserves policy target	39,142	42,631	38,469
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(50,728)	(34,686)	(13,995)

MEETING: 14/03/2018

Ref: 14234

ASSESSMENT CATEGORY - Reducing Poverty

Help Somalia Foundation

Adv: Sandra Jones

Amount requested: £71,758

Base: Brent

Benefit: Brent

Amount recommended: £70,000

The Applicant

Established in 1996, Help Somalia Foundation (HSF) is a registered charity delivering a range of activities for the Somali community and is a key organisation in the London Borough of Brent. These activities include social welfare advice and advocacy, employment and skill training, ESOL classes, supplementary education and support to parents to understand the education system. In recent years the organisation has widened this support to include other BAMER communities, and is in the process of revising its name and constitution.

The Application

HSF seeks funding to deliver *Advice4Life*: a three-year project providing advice and 1-1 support to resolve people's financial debts enabling beneficiaries to manage their finances better, avoiding future financial issues, and includes advice and casework across all areas of social welfare law. This will be achieved through the employment of a 0.5FTE Advice and Development Worker and associated running costs.

The Recommendation

HSF is a long-established charity that delivers a range of quality services in the local community and is recognised as integral to support offered to the BAMER communities in Brent. The organisation has provided advice and information for a number of years (AQS accredited) and is part of Brent Advice Matters (BAM), the borough's advice network. *Advice4Life* will provide additional resource to meet an increasing demand particularly as Universal Credit for all claimants is to be introduced in the borough in August 2018. Funding includes £1,000 each year for evaluation which is excessive, therefore the recommendation is to retain the evaluation costs for year three, but not for years 1 and 2.

£70,000 over three years (£22,500; £23,000; £24,500) towards the salary costs of a 0.5FTE Advice and Development Worker and associated running costs.

Funding History

Meeting Date	Decision
30/10/2013	Application for a mental health focussed project declined as organisation had no track record in this area.

Background and detail of proposal

Through BAM, the local authority funded the costs of the AQS accreditation and for a formal referral process between agencies to be put in place. Current advice is provided through volunteers (trained by BAM) and supervised by the CEO.

If funding is approved, the project will be in a position to offer advice and information through face-to-face drop-in appointments within the HSF centre for three days per week as well as undertake some outreach work in one of the advice hubs based in Willesden and Harlesden. The project will also establish a telephone advice line for those not able to attend the drop-ins. This service will be delivered by the Advice and Development Worker and ten volunteers to be recruited and supervised by the Advice Worker and CEO. It is anticipated that at least an additional 100 people and their families will access advice from the organisation.

With the many changes to the welfare benefit system and the full roll out of the Universal Credit in August 2018 (currently just single people in the area are subject to Universal Credit), demand for advice will continue to increase.

Financial Information

HSF is considered by the borough to be a key organisation for the Somali and other BAMER communities, and funding for at least the next two years has been assured.

Over recent years the income level fluctuates dependent on the various funding streams. Reserve levels are extremely low albeit this is slowly improving. The organisation is trying to increase free reserves, but they consider this will be a slow process as the majority of funding is through restricted funding

Year end as at 31 March	2016 Audited Accounts £	2017 Audited Accounts £	2018 Forecast £
Income & expenditure:			
Income	57,664	90,553	106,147
- % of income confirmed as at 31/01/2018	n/a	%	78%
Expenditure	(63,565)	(80,833)	(101,508)
Total surplus/(deficit)	(5,901)	9,720	4,639
Split between:			
- Restricted surplus/(deficit)	(2,779)	489	4,599
- Unrestricted surplus/(deficit)	(3,122)	9,231	40
	(5,901)	9,720	4,639
Cost of Raising Funds	0	0	1,440
- % of income	0.0%	0.0%	1.4%
Operating expenditure (total funds)	63,565	80,833	101,508
Free unrestricted reserves:			
Free unrestricted reserves held at year end	3,853	13,084	13,124
No of months of operating expenditure	0.7	1.9	1.6
Reserves policy target	15,891	20,208	25,377
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(12,038)	(7,124)	(12,253)

MEETING: 14/03/2018

Ref: 14333

ASSESSMENT CATEGORY - Reducing Poverty

TaxAid UK

Adv: Geraldine Page

Base: Lambeth

Amount requested: £57,659

Benefit: London-wide

Amount recommended: £58,000

The Applicant

TaxAid UK (TAUK) is a unique charity providing free, independent, advice across the range of tax issues that impact on people on low incomes. TAUK was established twenty-four years ago by tax professionals who were concerned that people on low incomes were suffering significantly because they could not afford tax advice. There was evidence that people were being made bankrupt unnecessarily on tax demands based on estimated figures; that people had been overpaying tax for years because they didn't understand the rules; and that unrepresented people did not know how to access their rights of appeal. TAUK helps the most disadvantaged 20% of unrepresented taxpayers on low incomes who cannot afford professional advice. It uses its unique experience in advising to influence government and HM Revenue and Customs in cases where the tax system is unfair, inefficient or reduces incentives to work and trains other advice agencies how to recognise issues, and appropriately refer. TAUK runs a national helpline, and provides face-to-face services in London, Manchester, Birmingham, and Newcastle upon Tyne.

The Application

TAUK is requesting funding to increase and extend its Tax Debt Help Service for low income, disadvantaged people in London by increasing the available advisor hours by 12 hours a week. As a consequence this would increase its London client handling capacity by 2,400 people over 2 years.

The Recommendation

Over the years TaxAid has developed a strong reputation both with the accountancy profession and HM Revenue and Customs (HMRC) for supporting those on low incomes. Through a network of qualified staff and tax professional volunteers, it provides sound advice and casework support to people on low incomes (defined as less than £20,000 per annum) seeking to ensure that they are paying the right amount of tax.

£58,000 (2 x £29,000) for running costs to extend TaxAid UK's London Advice service by 12 hours per week for 2 years.

Funding History

Meeting Date	Decision
28/01/2016	Application withdrawn
02/10/2008	£100,000 over two years for a project to support people with mental health problems resolver their financial difficulties

Background and detail of proposal

TAUK clients can access the Tax Debt Help service via phone, email, web, post and an office "drop in" facility is also available for face-to-face consultation. TAUK works with and for its clients until their problem is resolved and due to the complex nature of many the client's histories and circumstances that support can take many

interventions and sessions over many months. TAUk has developed a flexible, adaptable and sensitive approach to its service delivery and access model. It has a good partnership network with other advice agencies for referrals.

The need for tax advice has grown and there has been a significant increase in the number of self-employed people, many of whom are on low incomes. There are also more people in multiple employments to supplement their income and so have much more complex tax positions. People can become self employed by default through roles as, for example, cleaners, security guards, handy people, for more than one employer; or they can change jobs frequently and have several tax codes in one year. Additionally, language is a significant barrier for those where English is not their first language. TAUk clients are all individuals with individual problems, circumstances and issues that makes effective connection and dealing with HMRC difficult, or even impossible. The tax system has become more complex and, with the closure of public tax offices in 2015 and the reliance on digital engagement, it has also become even more remote and inaccessible for many people. The project is well planned and clearly meets the priorities of your Reducing Poverty programme. With your funding this extended service will help 2,400 low-income, disadvantaged Londoners resolve their pressing tax issues and associated anxieties.

Financial Information

TAUK receives both financial and in-kind support from the 'Big 4' accountancy firms as well as from HMRC itself, which has a budget to work with voluntary and community organisations to promote good financial practice. Deloitte has indicated they will agree 3-year funding rather than annually going forward and TAUk has a rolling 3-year contract with HMRC. From the 1st June 2016 TAUk employed a joint CEO with its sister charity Tax Help for Older People. The CEO was given the task of reducing costs, improving efficiency and effectiveness across both charities. Following advice about VAT and plans to share the senior management teams across both organisations, a Service Company was established. This employs four directors, two from each charity chosen from the current trustees and the shared senior management staff. This solution is beneficial to both charities in saving costs. There are no plans to formally merge the two charities.

Year end as at 31 March	2017 Audited Accounts £	2018 Forecast £	2019 Budget £
Income & expenditure:			
Income	785,943	651,250	655,800
- % of Income confirmed as at 7/2/18	n/a	86.57%	75%
Expenditure	(867,168)	(645,200)	(653,974)
Total surplus/(deficit)	(81,225)	6,050	1,626
Split between:			
- Restricted surplus/(deficit)	0	0	0
- Unrestricted surplus/(deficit)	(81,225)	6,050	1,626
	(81,225)	6,050	1,626
Cost of Raising Funds	15,925	12,904	13,080
- % of Income	2.0%	2.0%	2.0%
Operating expenditure (unrestricted funds)	386,068	189,650	205,924
Free unrestricted reserves:			
Free unrestricted reserves held at year end	178,577	182,627	184,253
No of months of operating expenditure	5.5	11.8	10.7
Reserves policy target	193,034	94,825	68,641
No of months of operating expenditure	6.0	6.0	4.0
Free reserves over/(under) target	(16,457)	87,802	115,612

Committee	Dated:
City Bridge Trust	14 th March 2018
Subject: The Prince's Trust Strategic Grant (Reference 14557)	Public
Report of: Chief Grants Officer and Director of City Bridge Trust (CGO)	For Decision
Report of: Shegufta Rahman, Grants Officer	

Summary

This report informs you of the progress to date at the three-year mark of this 10-year strategic grant to the Prince's Trust (PT) – it provides information on the outcomes and impacts that have resulted for your consideration. It also outlines the planned activities for the next three-year period and the proposed allocation of resources in support of this activity. The content of this report will be supplemented by a verbal update at the City Bridge Trust (CBT) Committee meeting: a meeting of the grant's strategy group (including your Chairman, Deputy Chairman, Director, and the CEO of Prince's Trust UK) will have taken place after the papers deadline and before the up-coming committee.

Recommendations

Members are asked to:

1. Note the report;
2. Agree that satisfactory results have been achieved by PT in the first three years of this strategic initiative;
3. Agree the outline of planned activities for the next three-year period, with the agreement of the detail to be delegated to the Town Clerk in consultation with the Chairman, Deputy Chairman and Chief Grants Officer; and
4. Approve the commitment of the next allocation of £3m funding from the £10m approved by the Court of Common Council, as outlined in Table 1.

Main Report

Background

1. In September 2014, this committee agreed to recommend a grant of £10m over a 10-year period to PT, with break clauses at years three, six and nine, subject to effective delivery. This was subsequently approved by the Policy & Resources Committee, and the Court of Common Council. The grant period commenced in April 2015.

2. This strategic grant was awarded to enable PT to impact some of the most socially deprived areas of London, and to ensure more work is done across London to assist young people from challenging backgrounds.

Performance to date

3. To date, the vast majority of young people supported are aged 13-25. They have been engaged through PT's community-based outreach teams and core range of Education, Training & Development programmes; 'Get Started', 'Team', 'Fairbridge' and 'Achieve'. These programmes provide essential support to young people who are underachieving in education or at risk of underachieving; and young people who are unemployed and not yet ready for work. Additional housing support was also provided for those presenting as homeless. A summary of each programme and associated performance is provided in Appendix 1.
4. Outcomes over the three years of delivery are overwhelmingly positive, with a steady growth in outputs year on year.
 - 2015/16 – 1,685 young Londoners supported
 - 2016/17 – 1,708 young Londoners supported
 - 2017/18 – 1,726 young Londoners expected to be supported through to the end of March 2018

Based on outcomes data captured by PT, for the 5,119 young Londoners supported in total over the three years, three in four will have moved into education, training or employment.

5. For example, outcomes data that has been collected in relation to 'Fairbridge' London delivery shows:
 - Kennington Centre – 2017 to 2018
70% of the young people supported came from a target background – in care/leaving care; offender/ex-offender; disabled; single parent; asylum seeker/refugee – and 67% from a target need as follows:
 - 49% presented mental health needs
 - 24% were homeless
 - 55% had a disability

88% of the young people helped through the Kennington centre moved on to further education, training or employment. Since 2015, more than 444 young people completed the 'Fairbridge' programme at this centre.
- Poplar Centre – 2017 to 2018
80% of the young people supported came from a target background – in care/leaving care; offender/ex-offender; disabled; single parent; asylum seeker/refugee – and 76% from a target need as follows:
 - 58% presented mental health needs

- 28% were homeless
- 66% had a disability

86% of the young people helped through the Poplar centre moved on to further education, training or employment. Since 2015, more than 421 young people completed the 'Fairbridge' programme at this centre.

6. One of many case studies follows Steve, who joined 'Get Started with Football' with Queen's Park Rangers FC (QPR) after being referred by the Job Centre. Having recently moved to West London from Kent, Steve was living in a hostel and was keen to join sport-related activities in the local area; giving him something to look forward to every day. He was always interested in football, but wanted to move away from playing and gain some experience in coaching. The programme was a great way for Steve to do this, as young people can gain an FA Level 1 Qualification, as well as getting the opportunity to work with staff at QPR.

Steve has autism, so he can sometimes find it difficult working with new people, and communicating his point of view. Throughout the week it was clear that Steve was committed to working on improving these skills and using this to develop his coaching ability. The FA Level 1 Qualification is a challenging course, which requires a lot of dedication and hard work to complete in the one-week scope of the programme. Staff from QPR and PT were amazed at how dedicated Steve was to gain his qualification; he came in early every morning and was the last to leave every day to ensure that his theory work was complete. Alongside the coaching knowledge he accumulated, it was clear that Steve's confidence and communication skills improved. By the end of the week Steve was able to deliver coaching sessions to his peers successfully, and to present his ideas in front of the group. Steve also thrived in the Celebration Event, taking the opportunity to network with QPR staff and former players.

At the reunion day, in the week following the programme, Steve was interviewed by staff at Creative Sport and Leisure. Impressed with how he applied what he had learned on the programme, they offered him a place on their sports coaching traineeship. Steve has now started a traineeship with the organisation, where he will be able to gain a Level 2 Principles of Coaching qualification, as well as learn about Employability, Safeguarding and Emergency Aid. Most importantly, he will gain valuable work experience coaching in schools.

7. Partnerships have been critical to the success of your grant to PT. The 'Get Started' programme has been supported by a number of organisations, many of whom you already support through your Investing in Londoners programme. Media Trust have delivered 'Get Started'; giving young people the opportunity to learn about radio, film, broadcast media and music. Vauxhall City Farm have also delivered 'Get Started', introducing young people to animal care. QPR in the Community Trust have had a long-standing partnership with PT, delivering 'Get Started with Football' programmes. More recently, PT have a co-location partnership at Loftus Road Stadium in West London to reach more young people in an area where the charity has historically had lower engagement.

8. Another key partnership to this grant has been the housing support which has been delivered with Centrepont. This is a joint venture in which the housing officer is shared between the two organisations, and supports young people who present as homeless and are unable to take part in the programmes as a result. These young people are supported into sustainable housing or accommodation through this service.
9. In 2017, PT developed a partnership with L'Oreal to deliver confidence and self-esteem sessions, and with MIND to deliver specialist mental health support. These services have been delivered in both the Poplar and Kennington centres as additional support on the 'Fairbridge' programme.
10. Following the CBT-organised Youth Providers Event hosted at Mansion House in January this year, PT have met with London Youth to discuss the possibilities of piloting their 'Achieve' programme in an alternative education and youth setting offered through the London Youth network.
11. An integral part of this grant, as conceived, was ensuring that the assets of CBT, PT and the City of London Corporation (CoLC) beyond the money are also utilised to achieve greater impact for disadvantaged young people in London. A dedicated post at PT has been funded to support this. Following an initial recruitment, this post enabled some successful connections. A challenging period followed when the successful post-holder was promoted, and a permanent replacement sought. The recruitment of the current post-holder was a joint effort between PT, CBT and Town Clerks, and the re-written and re-evaluated job description now better reflects the requirements for managing this significant grant. This approach provides CBT with some helpful learning to support the total assets approach of *Bridging Divides*.

Proposed Objectives 2018 – 2021

12. The detail of the proposed objectives for the next three-year phase of this grant is still under discussion at the time of writing. A meeting of the strategy group is taking place prior to your CBT Committee meeting and at your committee, your officers will provide a further verbal update. The broad themes proposed for the next three years are detailed below.
13. *Strengthening and Extending the Education Support*: currently, the 'Achieve' programme is on offer in 65 of 432 schools in London and 21 of the 65 Pupil Referral Units. The proposed activities for 'Achieve' in the next three years will increase the number of delivery partners across all boroughs in London, in order to provide key life skills to many more young Londoners.
14. *Developing Employment Opportunities*: PT are keen to pilot an Emerging Leaders programme; supporting those who lack aspiration and the networks needed to reach their potential. Recognising London Youth's *City Leaders* programme (one of your strategic initiatives), PT are seeking to develop leadership skills in young people to create a pipeline of talent, leading to a more skilled and productive UK workforce. There is scope to build on similar initiatives that have been delivered in London, and forge partnerships for this objective where appropriate.

15. *Developing a London Police Forces Project*: Recognising the opportunities available through this partnership with CBT, and the CoLC, PT are considering developing a complex, in-depth and involved relationship with London's Police Forces. Supporting young offenders, especially those from disadvantaged communities, will enable PT to help improve community cohesion, by reaching the most marginalised young people. This will be done through:

- Custody Suites – enabling effective referral routes for young people in custody settings to access PT programmes
- Safer Schools – growing the number of Safer Schools Police Officers delivering PT's 'Achieve Clubs', and using them to advocate the benefits of the 'Achieve' programme to decision-makers within schools
- Trident – growing the partnership with Trident Officers and Gang Command Units to provide a structured programme referral pathway for those isolated and at risk of gang behaviour, as well as providing a diversionary route for those young people on the edges of gang influence

16. The thematic areas outlined above are informed by the delivery, outputs and outcomes gathered over the last three years of this strategic partnership. Based on the long-term commitment of your grant, PT have been able to create their London Growth Plan; an ambitious strategic plan to reach 10,000 young Londoners between 2017 – 2022. This five-year strategy would see PT double their reach in London and will provide the foundation for this next period: PT have confirmed the reach of this strategy would not have been possible without your significant investment in this partnership.

17. It is proposed that the £3m funding for 2018 – 2021 will be allocated as detailed in Table 1.

Table 1

The Prince's Trust and City Bridge Trust Strategic Partnership Draft London Budget 2018 - 2021			
	April 2018 - March 2019	April 2019 - March 2020	April 2020 - March 2021
Outreach - Reaching most vulnerable marginalised young people through specific Police Services project	£295,780	£301,695	£307,729
Education - Strengthening and Extending our Support	£2,595,895	£2,647,811	£2,700,767
Employability - Developing Employment Opportunities	£57,000	£57,000	£57,000
Total Cost	£2,949,015	£3,007,192	£3,066,536
CBT Contribution	£1,000,000	£1,000,000	£1,000,000

Financial Assessment

18. The charity has a number of European income-funded contracts coming to an end. Given a challenging market for fundraising due to Brexit, and uncertainty around what will replace European funding, there is a slight drop in income year on year.
19. The organisation's unrestricted free reserves include the equity value of freehold land and buildings and the value of programme related investments net of a discount to estimate realisable value. PT classifies these land and buildings as realisable to cash as they are held in prime and prominent locations, are kept in good marketable conditions and could be used for multiple purposes. The charity's reserves policy is to hold between four to six months' operating expenditure, for which total expenditure is used in the calculation, and it is well within this target on this basis.

Year end as at 31 March	2017	2018	2019
	Audited Accounts	Forecast	Budget
	£	£	£
Income & expenditure:			
Income	70,894,000	68,490,459	68,788,843
- % of Income confirmed as at 02/03/2018	n/a	98%	44%
Expenditure	(67,835,000)	(71,350,638)	(68,948,533)
Net investments surplus/(deficit)	1,292,000	431,000	0
Total surplus/(deficit)	4,351,000	(2,429,178)	(159,690)
Split between:			
- Restricted surplus/(deficit)	3,612,000	0	(357,240)
- Unrestricted surplus/(deficit)	739,000	(2,429,179)	197,549
	4,351,000	(2,429,179)	(159,691)
Cost of Raising Funds	11,929,000	9,376,992	9,618,335
- % of income	16.8%	13.7%	14.0%
Operating expenditure	67,835,000	71,350,638	68,948,533
Free unrestricted reserves:			
Free unrestricted reserves held at year end	33,500,000	31,070,821	30,911,130
No of months of operating expenditure	5.9	5.2	5.4
Reserves policy target	22,611,667	23,783,546	22,982,844
No of months of operating expenditure	4.0	4.0	4.0
Free reserves over/(under) target	10,888,333	7,287,275	7,928,286

Conclusion

20. The first three-year period of this strategic grant has set a strong foundation for the remainder of the grant period. The long-term investment has enabled positive networks and relationships to be established across PT, CoLC and CBT, as well as across the public and private sectors and civil society. Across the three years, this grant has enabled CBT to embed a total-assets approach to the strategic partnership, which aligns with your new funding strategy *Bridging Divides*. Based on the strength of these relationships, PT is able to innovate and develop new models of delivery, such as the proposed thematic

areas of focus for the next three years. Whilst these are based on learning from the grant to date, as well as emerging trends, the positive and effective working relationships that have been established will enable us to have a flexible approach to meeting the needs of disadvantaged young Londoners, falling within the spirit of *Bridging Divides*.

Appendices

- Appendix 1 – Programme Summaries and Performance

Shegufta Rahman

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Appendix 1 – Programme Summaries and Performance

1. *'Get Started'* programmes are short courses which engage young people into further education, training or employment, through specific themes such as sport or the arts. Delivered with expert partners, the programme enables young people to develop their skills through practical activities, giving them confidence and motivation to move on with their lives. Over this three-year period, your funding has enabled PT to engage 1,441 young people onto their *'Get Started'* programmes through their outreach work. Of this number, you have funded the costs for 236 individuals to complete a *'Get Started'* programme.
2. *'Team'* is a 12-week personal development programme, which combines group and individual learning activities, enabling young people to leave equipped with a range of skills. Young people on *'Team'* improve their employability through work placements and skills workshops; work directly with members of community organisations to make a difference and build community cohesion; develop their teamwork and communication skills; and gain nationally recognised qualifications. Each year an Annual Quality Review takes place with each delivery partner and for the last academic year, the average qualification rate in London was 98% for *'Team'*. Your funding to date has supported 1,382 young Londoners in total through this programme.
3. *'Fairbridge'* is an individually tailored personal development programme for young people aged 16 to 25 who are disengaged, far away from reaching their potential, have chaotic lifestyles, and who are unable to overcome the problems in their lives. Young people participate in a combination of group activities, opportunities, experiences, and one-to-one support directly delivered by PT staff in their Poplar and Kennington centres. Sessions support the development of life, personal and social skills such as communication, managing feelings, positive citizenship and taking personal care of themselves and others. Your funding has enabled PT to engage 974 young people onto *'Fairbridge'* through their outreach work. Of this, your funding has supported 196 young Londoners to complete the *'Fairbridge'* programme.
4. *'Achieve'* is PT's education programme, supporting young people at risk of educational under-achievement. The structure of the programme encourages the young people to develop relationships with other pupils and the teachers. In an unpressured learning environment, young people build confidence and interpersonal skills. Your funding has been instrumental in the growth of this programme. In its first year, 291 young Londoners engaged in *'Achieve'*. At the end of February 2018, 990 young Londoners had taken part in the programme in this academic year alone. This represents a 240% increase in the number of young people supported over the three-year period. Your funding has supported 396 young Londoners of the 990 engaged in *'Achieve'* this year. Over the three-year period you have supported 1,085 young Londoners through this programme. Your funding has also enabled PT to fully fund this programme and thereby remove the network fee to educational establishments. This has led to the significant uptake in *'Achieve'*.

5. An additional 237 young people received specialist housing support, in order to enable them to attend one or more of the above-mentioned programmes. This was delivered in partnership with Centrepoint.

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Committee	Dated:
City Bridge Trust	14 th March 2018
Subject: Applications recommended for rejection	Public
Report of: Chief Grants Officer (CGO) and Director of City Bridge Trust	For Decision
Report author: Ciaran Rafferty, Principal Grants Officer	

Summary

This report and the accompanying schedule outlines a total of 17 grant applications or Eco-Audit requests that, for the reason(s) identified, are recommended for rejection.

Recommendation

Members are asked to:

- Reject the grant applications detailed in the accompanying schedule

Main Report

1. There are a total of 17 applications recommended for rejection at this meeting. They are listed within categories in the accompanying schedule. In each case the “purpose” that is used to describe the application is that provided by the applicant organisation. All the recommendations are based on criteria set out in your Policy Guidance.
2. Copies of these application forms are available to view in the Members’ Reading Room. If any Committee Member wishes to query any of the recommendations, this can either be done at the meeting, in which case the decision may be deferred while full details are provided to the Member concerned, or by contacting the Trust office in advance of the meeting so that an explanation can be provided prior to or at the meeting.

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CBT Recommended for Rejection
The City Bridge Trust Committee – 14th March 2018
Summary of Recommendations for Rejection
Anniversary Infrastructure Support Programme and Investing in Londoners

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested & Area Officer
<u>Anniversary Programme</u>				
November 2017	14364 Children England	Towards the core salaries of the central team.	The applicant did not demonstrate sufficient engagement with The Way Ahead.	£22,000 JF Westminster
November 2017	14356 LASA	To maintain capacity to deliver core services.	The applicant did not demonstrate sufficient engagement with The Way Ahead.	£25,000 JF Westminster
November 2017	14366 Race Equality Foundation	Towards the delivery of REF's core services.	The applicant did not demonstrate sufficient engagement with The Way Ahead.	£25,792 JF Camden
November 2017	14372 Transport for All	Towards the delivery of Transport for All's core services.	The applicant did not demonstrate sufficient engagement with The Way Ahead.	£24,716 JF Lambeth
<i>Total Anniversary Programme (4 items)</i>				£97,508

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested	Officer & Area
<u>Improving Londoners' Mental Health</u>					
December 2017	14508 Caspari Foundation	To provide therapeutic groups for school pupils to improve confidence, peer relationships and interest in school, and to train school staff to deliver this programme.	The application does not sufficiently meet the Trust's objectives: it is more focused on educational outcomes than specialist mental health ones. In addition funding is requested for training school staff, which you do not support.	£51,395	GP Islington
February 2018	14502 You & Me Counselling	To employ an Office Administrator, to manage the office processes, and funds to cover the rent of the current premises.	There is insufficient information within the application to confirm the necessary detail of the organisation's income. The funding requested is, fundamentally, for core costs yet not all of the work meets your criteria.	£98,085	SFJ Havering
<i>Total Improving Londoners' Mental Health (2 items)</i>				£149,480	
<u>Making London More Inclusive</u>					
October 2017	14312 Hackney Shed Ltd	To deliver inclusive theatre workshops in East London as a tool to integrate both young people with disabilities and access needs with their mainstream peers.	The charity has sufficient free reserves to cover the cost of activities requested from the Trust.	£70,000	TW Hackney
December 2017	14500 Tottenham Hotspur Foundation	Delivery of crucial provision to ensure disabled young people get the right support to achieve what it is they choose to do in adult life.	Most recent accounts presented show free reserves of £2.3M held against typical expenditure of £3M, of which less than., £150,000 is unrestricted. The organisation therefore, has sufficient capacity to support this proposal from its own resources.	£119,959	CR Haringey
<i>Total Making London More Inclusive (2 items)</i>				£189,959	

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested & Area Officer
<u>Older Londoners</u>				
February 2018	14545 Blackheath Halls	Improving facilities at Blackheath Halls, in order to deepen and improve our relationship with older participants/ audiences, and reach new members of the local community.	This application is principally for a capital contribution to general redevelopment works and insufficiently addresses your priorities. The Halls received a capital grant for disabled access works in 2012.	£250,000 CR Greenwich
February 2018	14542 Connaught Opera	Concerts in heritage sites, free to all older Londoners, commemorating the Great War.	The application does not demonstrate how it will target the most disadvantaged older Londoners. The charity also has no free reserves and does not have sufficient secured income for the period of this grant.	£7,700 JXJ Westminster
September 2017	14280 The Silver Line Helpline	We are requesting funding towards the costs of running our helpline and befriending services for older londoners	The attention and focus of the proposal does not strongly address your programme outcomes. The organisation has a level of free reserves and predicated annual deficit that presents a higher level of risk than is acceptable by the Trust.	£149,523 KAM Wandsworth
February 2018	14535 The Sir Oswald Stoll Foundation	To enable frail, older Veterans and dependants living at Stoll, to feel safe and secure in their ability to live independently in their own homes.	The project proposes to deliver activities which are not of direct benefit to the wider community, which is your policy when funding residential services/providers. Neither the project nor the job description confirm that the sole beneficiaries would be those aged 75+.	£87,947 KAM Hammersmith & Fulham

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested & Area Officer
December 2017	14468 Upswing Aerial Limited	To support Story Box Circus London, a three-year programme of circus-based workshops and performance touring to London care homes for the benefit of older Londoners.	An interesting proposal for circus activities in care homes. The majority of work is performance related, with too little participation from older residents to evidence a clear fit with your target outcome of a more active and healthy life.	£83,400 TW Tower Hamlets
<i>Total Older Londoners (5 items)</i>				£578,570
<u>Reducing Poverty</u>				
November 2017	14398 170 Community Centre - Deptford Community Radio Project	Provide an accessible responsive welfare advice service to our vulnerable clients.	The application lacks detail; the reason for and potential benefits of the proposed partnership are unclear. The salaried posts towards which funding is requested exceed 35 hpw (1 FTE equivalent, the maximum number of salaried hours that can be funded through a grant from the Trust).	£321,849 GP Lewisham
January 2018	14511 Fuelbanks and Families	To support the delivery of our fuelbanks service in Wandsworth, providing immediate help and longer term support to resolve families fuel crisis.	The only activity subject to this application that falls within your priorities for the "Reducing Poverty" programme is money, debt and housing advice. However, this would be delivered by a partner organisation (Centre 70) which is already in receipt of a grant from City Bridge Trust.	£120,000 TW Wandsworth
February 2018	14544 Lighthouse Furniture Project Ltd	We are seeking funding for a new collection and delivery van for our depot in Ilford, recently opened in partnership with Teen Challenge London (TCL)	The proposal does not target sufficiently your priorities within the Reducing Poverty Programme. Some of the beneficiaries are likely to be non-Londoners.	£5,000 CR Redbridge
<i>Total Reducing Poverty (3 items)</i>				£446,849

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested & Area Officer
<u>Resettlement and Rehabilitation of Offenders</u>				
July 2017	14220 Milestone Foundation	To fund the Divert Programme across the boroughs of Croydon, Haringey, Ealing and Newham for a period of 2 years	An incomplete application for a huge sum (£600,000 over two years) where the most recent accounts show income of £61,000. Equally, draft accounts to June 2017 show income of c. £360,000 which suggests a rate of growth which can present operational and/or managerial challenges.	£600,000 CR City
<i>Total Resettlement and Rehabilitation of Offenders (1 item)</i>				£600,000
Grand Totals (17 items)				£2,062,366

Committee	Dated:
City Bridge Trust	14 th March 2018
Subject: Funds approved under delegated authority	Public
Report of: Chief Grants Officer (CGO) and Director of City Bridge Trust	For Information
Report author: Ciaran Rafferty, Principal Grants Officer	

Summary

This report advises members of funds approved under delegated authority since your last meeting.

Recommendation

Members are asked to:

- Receive this report and note its contents

Main Report

Following the approval of the Court of Common Council on 16th October 2014, the Chief Grants Officer may make decisions on applications of up to £10,000. Decisions on applications of over £10,000 and up to £25,000 may be approved by the Chief Grants Officer in consultation with the Chairman and Deputy Chairman.

Decisions on applications of over £25,000 and up to £50,000 may be approved by the Chief Grants Officer in consultation with the Chairman and Deputy Chairman, with reference to the Chamberlain.

The total amount of expenditure and number of items approved under delegated authority this financial year (inclusive of those below) are shown in Table 1.

Requests <£10K

SurvivorsUK (Approved 26/1/2018)	£2,000 (ten sessions at £200 per session) over 1 year for mentoring support for Andy Connolly, Acting CEO of Survivors UK, to be paid on receipt of invoices.
Mevlana Rumi Mosque (Approved 22/2/2018)	£2,200 (5.5 days @£400) to provide an eco-audit.

Association of Charitable Foundations (ACF) (Approved 28/2/2018)	£3,000 over one year towards the costs of a part-time administrator for the Social Impact Investors' Group, on the condition that the balance of funds is raised from other members of the SIIG.
The Hive Food Bank (Approved 1/2/2018)	£3,840 over two years (£1,920 x 2) to build up food supplies for weekly distribution to individuals and families in crisis.

Requests £10K - £25K

Anniversary Infrastructure Support Programme grants

Partnership for Young London (Approved 12/1/2018)	£23,100 towards PYL's core costs to enable its continued active involvement with The Way Ahead.
Women's Resource Centre (Approved 12/1/2018)	£24,000 towards salary costs to enable WRC to remain actively engaged with The Way Ahead.
Race On The Agenda (Approved 12/1/2018)	£25,000 towards the CEO's salary to enable ROTA to remain actively engaged with The Ahead.
Law Centres Federation (Approved 12/1/2018)	£25,000 towards LCN's core costs to enable its continued active involvement with The Way Ahead.
AdviceUK (Approved 12/1/2018)	£25,000 towards salary costs to enable Advice UK's continued active involvement with The Way Ahead.
Age UK London (Approved 12/1/2018)	£25,000 towards the salary costs of four part-time posts to enable AUKL to remain actively engaged with The Way Ahead.
British Refugee Council (Approved 12/1/2018)	£25,000 towards the salary of a Community Co-ordinator to support Refugee Council's engagement with The Way Ahead.
HEAR Equality and Human Rights Network (Approved 12/1/2018)	£25,000 towards the salary of a Network Co-ordinator to enable HEAR's continued active involvement with The Way Ahead.
Inclusion London (Approved 12/1/2018)	£25,000 towards the CEO and Policy Officer salaries to enable Inclusion London to provide DDPO networking and information sharing

opportunities.

Requests £25K - £50K

Kingston Voluntary Action
(Approved 6/1/2018)

£25,950 towards the salary and associated running costs of a part-time (0.6 FTE) High Net Worth Fundraiser who, as well as raising funds for Love Kingston, will add valuable learning to the wider London's Giving movement.

London Sustainability Exchange
(Approved 1/3/2018)

£47,800 over two years (£23,900; £23,900) towards several staff salaries (in total 0.49 FTE) and related running costs for the Pollinators Path project in three London Boroughs.

Table 1 – Funds approved under delegated authority in financial year to date.

Applications reported to Committee	< £10k		£10k - £25k		£25k - £50k	
	£	No.	£	No.	£	No.
May 2017	£5,600	2	£0	0	£30,550	1
June 2017	£1,610	2	£17,400	1	£0	0
July 2017	£5,540	3	£0	0	£0	0
September 2017	£127,717	23	£0	0	£129,912	3
November 2017	£16,900	6	96,100	5	782,060	19
January 2018	£126,275	16	£24,700	1	£0	0
March 2018	£11,040	4	£222,100	9	£73,750	2
Total for year to date	£294,682	56	£360,300	16	£1,016,272	25

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Committee	Dated:
City Bridge Trust	14 th March 2018
Subject: Withdrawn & Lapsed applications	Public
Report of: Chief Grants Officer (CGO) and Director of City Bridge Trust	For Information
Report author: Ciaran Rafferty, Principal Grants Officer	

Summary

This report informs Members of applications received which subsequently have been withdrawn by the applicant, or lapsed due to the absence of the information required to undertake a full assessment.

Recommendation

Members are asked to:

- Receive this report and note its contents

Main Report

Organisation

Purpose of Request

Withdrawn Applications:

Advocacy for All

To provide independent one-to-one non-statutory community advocacy, for adults with Learning Disabilities (LD) in Bromley and Bexley.

- The proposal has been withdrawn when the charity realised it was made when within the fallow period.

Copleston Centre

Develop and expand our programme of community based projects with a strong focus on social inclusion for older people, including those with mental health concerns.

- The applicant decided to withdraw the application in order to submit a more detailed and specific one.

Divine Rescue Mission (Youth Prospects Project)	To recruit permanent staff to enable us to run more efficiently and continue providing our services across London.
	<i>- The applicant decided to withdraw their application in order to submit a more suitable one at a later date.</i>
JW3	To fund an enrichment programme for JW3 visitors aged 75 and above to improve physical and mental stimulation, healthier lifestyles, socialisation opportunities and increase wellbeing.
	<i>- The applicant decided to withdraw the application in order to focus more on the criteria.</i>
Khulisa	To deliver Silence the Violence, our programme supporting vulnerable offenders to improve their mental health, develop emotional resilience and coping skills, leading to reduced reoffending.
	<i>- Following discussion with your officer, Khulisa has decided to withdraw its current application with a view to re-submitting a new proposal in the future.</i>
Magpie Dance	To support a dance programme for adults with learning disabilities enabling them to improve communication skills, build confidence, self-esteem and improve physical and mental wellbeing.
	<i>- The applicant decided to withdraw their application with a view to submitting a more suitable one at a later date.</i>
Mencap Lambeth	Employ an Empowerment and Community Development Coordinator for people with learning disabilities to empower them and give them a voice and choice in their lives.
	<i>- The applicant opted to withdraw the application in order to submit a more suitable one at a later date.</i>
The Change Foundation	Learn 2 Earn will support and mentor young Londoners with learning disabilities at key transition points to develop skills and behaviours needed to secure employment.
	<i>- The organisation has applied when within the</i>

fallow period so has subsequently withdrawn this request.

Wac Arts

A 3-year project to enable disabled young leaders aged 14 - 26 achieve greater independence, through supporting the development of transferable social skills.

- Withdrawn by organisation as sufficient time has not yet elapsed since the completion of their last CBT grant.

Lapsed Applications:

Greenwich Carers Centre

To undertake and access audit to enable works planning that ensure our premises and services are fully accessible for the communities that we serve

- Unable to provide the required information.

Marie Curie

To fund companionship and practical support for those with terminal illness, and their families.

- The applicant did not provide sufficient information to assess the application, despite two reminders.

The CASSEL Centre

Proposal for a schools-based mental health support programme for young people in SE London.

- The applicant did not send the information required to complete the application, despite two reminders.

WHEAT Mentor Support Trust

This funding will enable us to provide advice and advocacy service to refugees, migrants and other vulnerable groups to enable them access mental health services

- The applicant did not provide the information required to assess the application, despite several reminders.

Withdrawn Applications: 9
Lapsed Applications: 4

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Committee	Dated:
City Bridge Trust	14 th March 2018
Subject: Variations to grants awarded	Public
Report of: Chief Grants Officer (CGO) and Director of City Bridge Trust	For Information
Report author: Ciaran Rafferty, Principal Grants Officer	

Summary

This report informs Members of those grants where a variation has been agreed by the Chief Grants Officer since your last meeting.

Recommendation

Members are asked to:

- Receive this report and note its contents

Main Report

Since your last meeting, variation to the grants outlined below have been agreed by the Chief Grants Officer, in line with the revised delegated procedure for the amendment of grants as agreed by your Committee in October 2004.

Association of charitable Foundations

In September 2015 £204,000 was awarded to the above to host the City Philanthropy – A Wealth of Opportunity initiative. On its completion an unused sum of £29,846 was written back.

Age Concern Brent

You agreed a grant of £102,400 to Age Concern Brent in May 2016 for a home-visiting service for isolated older people. Several months after the grant was agreed the organisation underwent a major reorganisation, the outcome of which meant that a number of deadlines which were set in order to receive information to release the funds were exceeded. The grant has now been revoked and the charity made aware of this.

Respond

£144,500 was awarded to this charity in September 2014 for work on the mental health of people with learning disabilities involved in the criminal justice system and to evaluate their model of operation. In the end much of the anticipated work on the evaluation could not be done by the organisation selected for that purpose so it was, instead, done in-house. The resulting underspend amounted to £9,665 and has been written back.

CBT Learning & Knowledge

In September 2013 the sum of £175,000 was agreed for the Trust to deliver a programme of activities to deliver its strategy on sharing learning and knowledge (eg for publications, events, seminars). A recent tidy-up of the database shows actual spend against these funds of £113,480 so the balance of £61,520 has been written back.

Various

A “clean-up” of a number of grants with balances outstanding over considerable time periods was instigated in late March 2017. Whilst the database was amended accordingly at the time the list had not been reported to your Committee. The total amount of funds written back or revoked was £88,965 – for the following:

City Mission Community Project	£20,643
Inst. Of Public Policy Research	£1,999
Couper Collection Public Trust	£9,323
Peckham Shed Inclusive Theatre	£15,300
Ageing Well Fun Club	£10,000
Disability in Camden	£6,800
SW London Stroke Club	£450
Young Actors Theatre	<u>£24,450</u>
	£88,965

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Principal Grants Officer

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Committee	Dated:
City Bridge Trust	14 th March 2018
Subject: Report on Learning visits	Public
Report of: Chief Grants Officer (CGO) and Director of City Bridge Trust	For Information
Report author: Jemma Grieve Combes, Grants Officer	

Summary

This report introduces reports from monitoring visits to GlobalGiving UK and the Eastside Community Heritage.

Recommendation

Members are asked to:

- Receive this report and note its contents

Main Report

1. You receive Learning visit reports at each of your meetings. These are in addition to more substantial bi-annual monitoring reports examining patterns of funding and benefit of grants awarded.
2. The reports to this Committee are from visits to GlobalGiving UK and Eastside Community Heritage, supported under your programmes for “Strengthening London’s Voluntary Sector” and “Older Londoners”. GlobalGiving UK project develops a digital platform to match professional volunteers with charities whilst Eastside Community Heritage holds reminiscence sessions with older people to record the stories of local people in Barking and Dagenham, Redbridge and Havering.

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LEARNING VISIT REPORT
Eastside Community Heritage 12675

1.1 Date of visit: 16.06.17	1.2 Name of visiting Grants Officer: Sandra Davidson	1.3 People met with: Judith Garfield, Executive Director
1.4 Programme Area & Outcomes: Older Londoners Older Londoners aged 75 years and over living more active and healthier lives Fewer older Londoners aged over 75 years with depression and more reporting improved well-being		
1.5 Purpose of the award: £48,000 over two years towards the salary of a Project Officer and on-costs to build on the successful 'Tea, Dance, Music & Reminiscence' project recording the stories of local people in Barking and Dagenham, Redbridge and Havering.		
MONITORING INFORMATION		
2.1 Project Outcome 1: <i>810 older people in Barking & Dagenham, Havering and Redbridge engaged in social and cultural activities; reduction of isolation and loneliness and improved mental and physical health and well-being.</i> Progress made: The recruitment of a part time Project Officer to develop and run activities for older people in Barking and Dagenham, Redbridge and Havering is proving a great success. The reminiscence sessions including tea dances, dance therapy and music sessions held in sheltered accommodation and community centres has attracted high numbers of older people particularly those with dementia. The project exceeded its target with a total of 835 people engaged in the project. A case study given highlighted the success of a session run in one of the independent care homes with over 25 people with dementia and a variety of other impairments that were able to engage as a group and share memories with the confidence of the project worker and care staff. User feedback has been very encouraging and positive about the benefits of attending the sessions particularly for those with health-related issues		
2.2 Project Outcome 2: <i>Care/support workers in Barking & Dagenham and Redbridge trained in reminiscence activities and delivery.</i> Progress made: Delivering training to care/support staff proved difficult due to time commitments and care needs. A system was developed where carers sat in and observed, or engaged with the sessions to learn how reminiscence can work in practice. This helped increase confidence and interaction whilst delivering dance and music sessions. Training resources have been developed and handed out to staff and carers.		
2.3 Project Outcome 3: <i>Participating older people, including those suffering from dementia related conditions, feel less isolated and lonely.</i> Progress made: The organisation has developed an excellent reputation for its work with older people. Outreach to community and residential care settings have attracted a wide audience to the project and it seeks ongoing feedback from its service users. The		

engagement of older people at each of the reminiscence events has seen an improvement in confidence and physical and mental health. The project worker is seen as very passionate and able to encourage older people to work together by developing their trust. Creating new networks of friendship and support is instrumental in reducing isolation and is welcomed by participants.

2.4 Project Outcome 4: *15-20 older people feel that their experiences are valued, and contribute to London's history through the recording and preservation of their stories through oral history.*

Progress made:

30 people have taken part in the oral history sessions using materials from the organisation's extensive archive and freely available musical resources as stimuli in these sessions to create discussion amongst participants. Using oral history, photographs, music and food enabled participants to immerse themselves in the sessions.

2.5 Project Outcome 5: *Production and dissemination of online learning resource, available for free download from ECH website.*

Progress made:

Resources are available for free download on the ECH website, as well as by request email, including images and instructions. Resources are currently being updated and will be available soon.

GRANT OFFICER COMMENTS

Eastside Community Heritage has successfully delivered 24 sessions per year and 6 tea dances engaging 835 older people working with 23 organisations across the three boroughs. 78.5% were female and 21.5% were male. 46% were living with dementia. The majority were white UK British. Partnership work with key organisations proved crucial to the success of the project. The value of reminiscence activities for older people has been evidenced by research carried out by Age UK (and others) describing the benefits of interacting with other people and enjoying gentle exercise to improve mobility.

Your officer was not able to see a session in action but able to watch a short film of participants in a care home setting. The post holder could clearly be seen to have developed a good relationship with participants. The group sang songs and were all smiling in a brightly coloured room. The organisation has learnt to engage older people building on its intergenerational work and close links with key organisations. More work needs to be done to engage care staff and support workers with limited time to enable them to support and deliver reminiscence activities.

LEARNING VISIT REPORT
GlobalGiving UK 12179

1.1 Date of visit: 19/012/2017	1.2 Name of visiting Grants Officer: Jack Joslin, Grants Officer	1.3 People met with: Eleanor Harrison, UK CEO Celeste Hesketh, UK Volunteer Manager
1.4 Programme Area & Outcomes: Strengthening London's Voluntary Sector More organisations with the skills to improve their volunteer management		
1.5 Purpose of the award: £79,450 over three years towards a part-time Volunteer Coordinator Manager plus running costs to expand the GlobalGivingTime platform for London-focused charities.		
MONITORING INFORMATION		
<p>2.1 Project Outcome 1: <i>100 London based smaller charities will be able to access volunteers with relevant skills to help them address identified challenges/micro-tasks in their organisations.</i></p> <p>Progress made: Your Officer went to visit the Charity just at the end of the final year of the grant. The Charity provided a good overview of the project over the last three years and explained how it had worked. GlobalGivingTIME (https://www.globalgiving.org/globalgivingtime/) is a digital platform that enables charities to access professional volunteers without the need to provide in-person inductions and training. In 2017 GlobalGiving UK worked with 99 London based charities via GlobalGivingTIME. They anticipate having worked with over 300 Charities by the end of your grant.</p>		
<p>2.2 Project Outcome 2: <i>1200+ skilled professionals across companies in London will get involved in skills-based volunteering and help charities in London. at least 20% of volunteers will improve their awareness of social issues, 20%+ will report improved skills development and 20%+ report increased sense of wellbeing.</i></p> <p>Progress made: In 2017 GlobalGiving UK had 285 volunteers provide pro-bono support online to London focused organisations. The Charity also brokered relationships between employees from large companies and the charities on their platform providing a range of support to organisations. Feedback from companies and their employees have been very positive and opened their eyes up to ways they can support local organisations more productively in the future. Engagement data showed that the online platform alone was not enough to tempt companies to invest their CSR or HR budgets in the GlobalGivingTIME project. In response the organisation launched GlobalGivingTIME company volunteering events, linking the online and offline worlds.</p>		
<p>2.3 Project Outcome 3: <i>At least 8 London based companies will benefit from improved Corporate Social Responsibility programmes, with improved strategic focus and effectiveness, resulting in a more dynamic company volunteering sector in London, better utilising digital solutions to maximise volunteer hours used annually.</i></p>		

Progress made:

The organisation has met this outcome overall and worked with 4 companies in 2017. They reported that this work is ongoing and from initial conversations that took place in 2017 they have now secured skilled volunteering partnerships with Bank of America, LSE and Shell. Throughout the year they have run CSR breakfast panel meetings, workshops and engagement sessions with staff. This has helped generate the corporate buy-in to pursue the programme further.

2.4 Project Outcome 4: *300+ smaller charities will benefit from net cash savings of at least £40,000 over the three-year period by using the platform for identified challenges.*

Progress made:

Charities that engaged on GlobalGivingTIME were also encouraged to use the accelerator products available through Global Giving. The accelerator products on offer help charities with fundraising, marketing, increasing their reach and attracting interest from Corporates The staff outlined how Charities that engaged on both programmes demonstrated the most positive outcomes both financially and structurally. The charity is confident that they will reach this target by the time your grant ends.

2.5 Project Outcome 5: *100+ Londoners will be given the opportunity to undertake skilled roles in the GlobalGiving UK office in relevant areas. We will provide relevant training and support to ensure they are able to improve their employability skills by at least 30% during their placement with us.*

Progress made:

At the time of your Officer's visit there were a number of volunteers working in the Global Giving Office. They were working across a variety of programmes and outlined the benefit that volunteering was having on their future job prospects. In 2017 17 Londoners undertook skilled volunteering with Global Giving in their office and a further 7 through the UK evaluation programme.

GRANT OFFICER COMMENTS

At the meeting your officer discussed with the Charity how the Crowdfunding market had changed. Global Giving was the first Crowdfunding Platform to exist and has a reach across the globe with an office in London and America, with other regional staff based around the world. In the last 9 years the Crowdfunding space has become more congested which has been positive and negative for the Charity. The competition has forced them to work differently and set up other programmes like the GlobalGivingTIME that has been supported by your funding. The competition has also required them to continually invest in the technology that sits behind the platform to ensure that they are ahead of their competitors and always exploring new markets. As they have been established for a while they also have longstanding relationships with companies and corporates who use their platform for CSR purposes. The Charity plan to keep developing their London offer past the grant and fed back that it has been a really good opportunity to look at things in a more placed based way, which has focused their ambitions within the UK in 2018.

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Committee	Dated:
City Bridge Trust Committee	14 March 2018
Subject: City Bridge Trust Communications & Events attended	Public
Report of: The Chief Grants Officer (CGO) and Director of City Bridge Trust	For Information
Report author: Martin Hall, Communications Manager	

Summary

This paper provides members with an update on the communications work of the City Bridge Trust (CBT).

Recommendation

Members are asked to:

- Receive the report and note its contents.

Main Report

Key Audience Group Reporting

1. Appendix 1 reports communications activity between 17/01/18 and 28/02/18 against each of the four key audiences identified in your Communications Strategy.
2. This shows continued good levels of engagement against all four audiences. Regulators & Politicians were well engaged through the London Borough of Culture announcement. The Trust's support was acknowledged extensively both during the event itself, at which your Chairman and Deputy Chairman were present, and also in press coverage and online social media activity from the winning Boroughs. There will be further opportunities to engage with elected Councillors in these areas over the coming months and years as the activity you are funding takes place.

Media Activity

3. Appendix 2 provides a detailed breakdown of the media activity supporting delivery of your Communications Strategy during this period, led by Kristina Drake, City of London Media Officer. Several of the grants agreed at your January Committee meeting received coverage, most notably your grant of

£100,000 to the Helen Bamber Foundation which was referenced in an Evening Standard article on modern slavery and was also the subject of a London Live interview with David Farnsworth.

4. In addition, coverage was received for your Strategic Initiative to Age UK for work with Action Fraud (an initiative of the City of London Police) to educate older people about the risks of fraud and support those already effected. As part of this project a short education video has been produced which can be viewed [here](#).

External Events Register

5. A wide range of events were attended on behalf of the Trust during this period. This included a roundtable and reception hosted by Cranfield Trust to discuss the Funder Plus support needs of charities and promote their Strive pro-bono support programme which is funded by you as a Strategic Initiative. The event was attended by HRH The Princess Royal, who is a patron of Cranfield Trust, along with a number of your current grantholders. Chairman Alison Gowman gave a short speech.
6. A full list of external events attended by officers and Members on behalf of the Trust can be found at Appendix 3.

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Appendix 1: Key Audience Groups

Audience	Face to face	Online and Printed Media channels	Online content
Londoners	All recent events were attended by Londoners. A full list can be found in the External Events table report (Appendix 3).	<ul style="list-style-type: none"> • Barking & Dagenham Post • Barnet Times • BBC London & Online • Charity Today • City Matters • Enfield Independent • Evening Standard • London Bulletin • London Live • Pos'Ability Magazine • The Carer UK • The Guardian • The Londonist • The Mercury (Greenwich) • This is Local London • Times of Israel • Tottenham and Woodgreen Independent • Yahoo 	<p>CBT Twitter:</p> <ul style="list-style-type: none"> • 5,393 followers (up by 154 since last meeting) • 99.2K impressions* between 16/01/18 & 28/02/18 <p>CBT Website:</p> <ul style="list-style-type: none"> • 4,821 users • 7,259 sessions

Audience	Face to face	Online and Printed Media channels	Online content
Regulators & politicians	<ul style="list-style-type: none"> • Citizenship Integration Initiative meeting • City of London - Social investment impact launch • Greater London Authority – LB of Culture ceremony • London Assembly - Grenfell hearing • London Councils meeting • Speaker’s Parliamentary Placement Scheme • The Lord Mayor’s Appeal Charity event 	<ul style="list-style-type: none"> • BBC London & Online • Charity Today • City Matters • Evening Standard • Fundraising UK • Recruitment Buzz • The Guardian 	<p>Acknowledgement of the Trust’s support from GLA & winning boroughs on Twitter under the hashtag #MyLocalCulture</p>
Immediate stakeholders**	<ul style="list-style-type: none"> • Barbican Centre Dinner • Bishops Dinner • Bloomberg meeting • Chinese National Healthy Living Centre event • Cranfield Trust roundtable • Ethical Property Company launch • Greenwich Foundation event • Living Streets event • London Hub meeting • London’s Giving meeting • Management Consultants Livery dinner • Mind in Camden visit • Place2Be presentation • Renaisi / Money Advice Service workshop • The Legal Education Foundation dinner • Mansion House reception • The Lord Mayor’s Appeal Charity event • The Merchant Taylors’ Company meeting 	<ul style="list-style-type: none"> • Charity Today • City Matters • Fundraising UK • London Live • PI Magazine • Recruitment Buzz • The Carer UK • The Mercury (Greenwich) • Wired Gov 	<ul style="list-style-type: none"> • News items on the CoL intranet and e-bulletin. • Regular updates in the Members’ Briefing.

Audience	Face to face	Online and Printed Media channels	Online content
Other funders, policy makers & key commentators	<ul style="list-style-type: none"> • Charity Tax Group meeting • Citizenship Integration Initiative meeting • Cranfield Trust roundtable • Cripplegate Foundation funding panel • Greater London Authority ceremony • Lankelly Chase and BSC roundtable • LB of Hounslow Funders Fair • London Funders/Trust for London meeting • London Hub meeting • London's Giving meeting • Marshall Institute lunch 	<ul style="list-style-type: none"> • BBC London & Online • Charity Today • Civil Society • Evening Standard • Fundraising UK • Pos'Ability Magazine • Recruitment Buzz • The Carer UK • The Guardian • Third Sector • Wired Gov • World Leisure News and Jobs 	Twitter activity around the Cranfield Trust roundtable & reception with the Princess Royal using the hashtag #striveCBT

* An Impression is the number of times CBT tweets have been delivered to other accounts and potentially viewed.

** Includes CBT & CoL Officers & Members; key infrastructure bodies; grantees; potential grantees; City leaders, workers, Human Resource and Corporate Social Responsibility professionals.

Appendix 2: Media Coverage
16th January 2018 – 28th February 2018

Date	Organisation	Publication & Weblink	Readership / Audience	Detail	Coverage
17/01/18	Bikur Cholim	London Bulletin	15,000	A report on the Trusts award to Hackney based Jewish charity Bikur Cholim, to boost its programme supporting elderly carers in Hackney and Haringey.	London
18/01/18	DViP	City Matters (internal only)	30,000	Further coverage of a grant made to Hammersmith-based charity DVIP which tackles child-on-parent violence across London.	London
18/01/18	Grenfell grants	City Matters (internal only)	30,000	The Trust is referenced on its support for victims of the Grenfell Tower fire and its recent awards for activity programmes for young people affected.	London
23/01/18	Bikur Cholim	Times of Israel	n/a	As above.	London
24/01/18	Bridge House Estates exhibition	London Live (internal only)	250,000 (average)	<i>London Live</i> reports on a new exhibition at Tower Bridge which focuses on the charitable work carried out by Bridge House Estates. City Bridge Trust is featured.	London

Date	Organisation	Publication & Weblink	Readership / Audience	Detail	Coverage
25/01/18	Action Disability	City Matters (internal only)	30,000	An article focussed on a grant to a disability group which provides support sessions in the borough of Kensington and Chelsea. Action Disability will use the fund to launch a programme providing workshops on computer skills and personal development.	London
26/01/18	Bikur Cholim	Tottenham and Woodgreen Independent	18,154	As above	Regional
26/01/18	Bikur Cholim	Enfield Independent	50,714	As above	Regional
27/01/18	Bikur Cholim	This is Local London	n/a	As above	Regional
29/01/18	Charity Commission	Third Sector	6,200	A report on the charity sector meeting to discuss how to respond to future domestic disasters. City Bridge Trust is noted as attending.	National trade
29/01/18	Charity Commission	Civil Society	12,000	As above	National trade
29/01/18	Charity Commission	UK Fundraising	33,000	As above	National trade

Date	Organisation	Publication & Weblink	Readership / Audience	Detail	Coverage
29/01/18	Royal Society for Blind Children	BBC Radio London (link not available)	n/a	The Trust's £100,000 grant to the Royal Society for Blind Children for a new apprenticeship programme was reported on during the regular news bulletin.	London
31/01/18	National Disasters	Wired Gov	n/a	As above	Trade
31/01/18	Royal Society for Blind Children	Optometry Today	n/a	As above	Trade
02/02/18	Royal Society for Blind Children	Optician Online	n/a	As above	National trade
02/02/18	Lord Mayor's Appeal / City Giving Day	Charity Today	50,000	Coverage of the launch of the Lord Mayor's Appeal's City Giving Day. City Bridge Trust is also referenced.	National trade
07/02/18	City of London	PI Magazine (internal only - pages 33-35)	N/A	An article by Noa Burger, Head of Responsible Business at the City of London Corporation, talking about the basics of setting up a responsible business programme. City Bridge Trust is referenced.	National trade
14/02/18	Dragon Awards	Recruitment Buzz	N/A	Lord Mayor Charles Bowman was quoted on the launch of the 2018 Lord Mayor's Dragon Awards, which will take place in September. City Bridge Trust is mentioned.	National trade

Date	Organisation	Publication & Weblink	Readership / Audience	Detail	Coverage
15/02/18	Homeless Action in Barnet	The Londonist's	n/a	A story on the Trust's £90,000 grant given to Homeless Action in Barnet to help house 120 rough sleepers over the next three years.	Regional
16/02/18	Eye Music Trust	Pos'Ability Magazine	29,768	An article on a grant for a series of therapeutic musical workshops to tour London's special educational needs schools in the coming months.	National trade
16/02/18	Homeless Action in Barnet	Barnet Times	225,000	As above	Regional
19/02/18	Eye Music Trust	Charity Today	50,000	As above	National trade
19/02/18	Grenfell grants	World Leisure News and Jobs	n/a	World Leisure News runs a story about job vacancies at Westway Sports centre, for activities funded by City Bridge Trust	National Trade
23/02/18	Helen Bamber Foundation	Evening Standard	884,728	A story in print and online featuring a £100,000 City Bridge Trust grant to the Helen Bamber Foundation to support survivors of human trafficking in London.	London
23/02/18	Helen Bamber Foundation	Yahoo	n/a	As above	National
25/02/18	Age UK / Action Fraud	The Carer UK	1,300	An article in about fraud among the over 65s and a grant from the Trust to tackle online scams targeting the elderly.	National
25/02/18	Eye Music Trust	Schools Week	n/a	As above	Trade

Date	Organisation	Publication & Weblink	Readership / Audience	Detail	Coverage
27/02/18	Age UK / Action Fraud	Wired Gov	n/a	As above	Trade
27/02/18	London Brough of Culture	The Guardian BBC Online & BBC London (link not available) The Stage Barking and Dagenham Post	Total 36.6m	Extensive coverage referencing the Trust's financial support of £300,000 towards the London Borough of Culture competition.	-
28/02/18	Helen Bamber Foundation	Charity Today	50,000	An article about a £100,000 grant to a Camden charity that supports refugees and asylum seekers in London who have experienced torture and human trafficking.	National trade
28/01/18	Helen Bamber Foundation	London Live (transcript)	250,000	David Farnsworth was interviewed about a £100,000 grant to a Camden charity that supports refugees and asylum seekers in London who have experienced torture and human trafficking.	London

**City Bridge Trust Events Attended
16th January 2018 – 28th February 2018**

Date	Host Organisation	Type of Event	City of London's Representative	Location / Borough	Summary
16/01/18	Girdlers' Livery Company	Charity committee	Chairman Alison Gowman	City of London	Your Chairman was invited to address the Committee.
17/01/18	The Prince's Trust	Breakfast Event	Shegufta Rahman	Haymarket Hotel, Westminster	Breakfast event with new PT CEO, and young people supported by PT running Q&A session with CEO.
17/01/18	Centre for Mental Health	Management meeting	Julia Mirkin, Grants Officer	Elephant and Castle, Southwark	Update meeting with new Project Manager for the Bridge to Work - Mental Health grant.
18/01/18	City of London	Reception	Chairman Alison Gowman	Guildhall	Launch of Social Investment impact publication.
18/01/18	Management Consultants Livery Company	Dinner	Chairman Alison Gowman	City of London	Annual charity dinner.
18/01/18	Chinese National Healthy Living Centre	Reception	Ciaran Rafferty	House of Lords	A reception to celebrate 30 years of the charity's work.
19/01/18	London Funders/Trust for London	Meeting	Ciaran Rafferty	London Funders	Meeting of funders to consider support on key disability issues.

Date	Host Organisation	Type of Event	City of London's Representative	Location / Borough	Summary
23/01/18	London Borough of Hounslow	Funders Fair	Shegufta Rahman	Hounslow Civic Centre	Annual Funders Fair.
23/01/18	Ethical Property Company	Launch	Chairman Alison Gowman	City of London	Launch of property survey.
23/01/18	The Baytree Centre	Visit	David Farnsworth	Lambeth	A visit to a current Trust grantee.
25/01/18	London's Giving	Meeting	Jenny Field	Guildhall	A meeting of the London's Giving Reference Group.
29/01/18	City Bridge Trust	Meeting	Jenny Field	Guildhall	A meeting of the Cornerstone Fund Reference Group.
30/01/18	Greenwich Foundation	Event	Chairman Alison Gowman	Old Royal Naval College	An opportunity to meet the new CEO of the Greenwich Foundation.
30/01/18	Citizenship Integration Initiative	Meeting	Jenny Field	City Hall	This initiative, a partnership with a number of funders including Trust for London, GLA, Unbound Philanthropy and Paul Hamlyn Foundation, is funding secondees from civil society organisations to sit within the GLA's Social Integration Team, in order to develop practical, community-based projects.

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30/01/18	City Bridge Trust	Meeting	Jenny Field	Guildhall	A round table meeting with funders to discuss Funder Plus.
30/01/18	Charity Tax Group	Directors Strategy meeting	Karen Atkinson	Wellcome Trust offices	Board annual strategy day.
31/01/18	London Assembly/	Grenfell hearing	David Farnsworth	City Hall	GLA Oversight Committee.
31/01/18	City Bridge Trust	Meeting	Ciaran Rafferty, James Lee	Guildhall	A network meeting of the Bridge to Work grantees and Disability rights UK the programme evaluators.
01/02/18	The Lord Mayor and The Lady Mayoress	Reception	Sandra Davidson & Rebecca Jacobi (consultant)	Mansion House	Reception held for the Lord Mayor to say thank you to those who took part in the 2017 Lord Mayor's Show & an opportunity to hear plans for 2018.
01/02/18	The Merchant Taylors' Company	Meeting	Tim Wilson	City of London	A discussion about the role Livery Companies could play in the social investment market.
01/02/18	London Hub	Meeting	Jenny Field	Guildhall	A meeting of the London Hub Advisory Group.

Date	Host Organisation	Type of Event	City of London's Representative	Location / Borough	Summary
01/02/18	Bloomberg	Meeting	Fiona Rawes	Bloomberg, City of London	Meeting with Jemma Read, Director of Philanthropy, to discuss our philanthropy strategy.
02/02/18	Place2Be	Presentation	The Lady Mayoress attended with Alderman Russell Paul Martinelli, Geraldine Page		An event featuring singing and role play by some of the children, presentations by teachers, mentors and staff and a very moving talk by one of the parents that had benefited. Also in attendance were The Lady Mayoress and Alderman Russell.
05/02/18	Mind in Camden	Learning Visit	Kate Moralee	Camden	Discussion with applicant about the progress of the project to date including the learning which has/will inform the project.
05/02/18	City Bridge Trust	Meeting	Jenny Field	Guildhall	A consultation meeting in relation to the Cornerstone Fund.
06/02/18	The Legal Education Foundation	Annual Justice First Fellowship Dinner	Shegufta Rahman	The Law Society	Annual Justice First Fellowship Dinner – celebrating completion of the programme for second cohort.

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06/02/18	Marshall Institute	Lunch	Fiona Rawes	London School of Economics	An invitation from Sir Julian Le Grand to speak at an informal lunch.
07/02/18	Barbican Centre	Dinner	David Farnsworth	Barbican	Annual Committee dinner
08/02/18	Bishops Dinner	Dinner	David Farnsworth	Mansion House	Annual dinner hosted by the Lord Mayor.
13/02/18	The Lord Mayor's Appeal Charity	'She Can Be...' inaugural event	Shegufta Rahman, Fiona Rawes	Mansion House	Girlguiding and The Mayor's Appeal joint inaugural event
16/02/18	City Bridge Trust	Information sharing session	Joan Millbank and Nadia Large	Guildhall	An information sharing session with the eco-auditors and access auditors to improve their best practice
17/02/18	Lankelly Chase and BSC	Funders Roundtable	Kate Moralee	Camden	Exploring potential for Trust and Foundation partnership with MoJ around at risk women and those in contact with the CJ system.
19/02/18	Speaker's Parliamentary Placement Scheme	Meeting	Ciaran Rafferty, James Lee	Portcullis House	A meeting to discuss potential link up with the Bridge to Work programme.
20/02/18	London Funders	Healthy London Network meeting	Ciaran Rafferty	London Marathon Trust, Bermondsey	A meeting of funders with an interest in this area.

Date	Host Organisation	Type of Event	City of London's Representative	Location / Borough	Summary
21/02/18	Renaisi and Money Advice Service	Funders Insight and evaluation workshop	Sandra Jones	Hackney	Workshop of charities, banks and the Money Advice Service to explore funding and advice giving to advice organisations and others who support people who are in debt or where debt is one issue faced by people with a range of issues.
22/02/18	Living Streets	Event	Chairman Alison Gowman	LB of Redbridge	The Walkable London event
22/02/18	Cranfield Trust	Roundtable & reception	Chairman Alison Gowman, David Farnsworth, Tim Wilson, Martin Hall	Saddlers' Hall	A discussion with charities and funders of Funder Plus schemes, followed by a Reception with the Princess Royal.
25/02/18	Cripplegate Foundation	Funding Panel for Islington Giving	Kate Moralee	Islington	Reviewing recommendations approving grant awards to recommended applicants.
26/02/18	Association of Charitable Foundations	Funders' meeting	Ciaran Rafferty	King's Cross	A meeting to look at issues arising from the recent issues concerning safeguarding within charities

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27/02/18	Greater London Authority	Award ceremony	Chairman Alison Gowman, Deputy Chairman Dhruv Patel, Ciaran Rafferty, Jack Joslin	City Hall	An event to announce the winners of the London Borough of Culture hosted by the Mayor of London, Sadiq Khan. The Trust were thanked for their support.
27/02/18	London Councils	Meeting	Chairman Alison Gowman	Southwark	A meeting of the Leadership in the Third Sector group

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