



## The City Bridge Trust Committee

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

**Members:** Alderman Alison Gowman  
Dhruv Patel  
Deputy Jamie Ingham Clark  
Karina Dostalova  
Simon Duckworth  
Peter Dunphy  
Marianne Fredericks  
Alderman Alastair King  
Deputy Edward Lord  
Jeremy Mayhew  
Wendy Mead  
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 1PM**  
**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. **ORDER OF THE COURT OF COMMON COUNCIL**  
To receive the Order of the Court of Common Council on 19 April 2018.  
**For Information**  
(Pages 1 - 2)
4. **ELECTION OF CHAIRMAN**  
To elect a Chairman in accordance with Standing Order 29.  
**For Decision**
5. **ELECTION OF DEPUTY CHAIRMAN**  
To elect a Deputy Chairman in accordance with Standing Order 30.  
**For Decision**
6. **MINUTES**  
To agree the minutes and non-public summary of the meeting held on 14 March 2018.  
**For Decision**  
(Pages 3 - 14)
7. **APPOINTMENT TO THE SOCIAL INVESTMENT BOARD**  
Report of the Town Clerk  
**For Decision**  
(Pages 15 - 18)
8. **OUTSTANDING ACTIONS**  
Report of the Town Clerk.  
**For Information**  
(Pages 19 - 20)
9. **PROGRESS REPORT**  
Report of the Chief Grants Officer (CGO) and Director of City Bridge Trust  
**For Information**  
(Pages 21 - 26)

10. **TOWARDS A SUSTAINABLE FUTURE: THE CITY OF LONDON CORPORATION'S RESPONSIBLE BUSINESS STRATEGY, 2018-23**  
Report of the Chamberlain and the CGO and Director of City Bridge Trust  
**For Information**  
(Pages 27 - 46)
11. **RISK REGISTER FOR BRIDGE HOUSE ESTATES**  
Report of the Chamberlain and the CGO and Director of City Bridge Trust  
**For Decision**  
(Pages 47 - 54)
12. **PHILANTHROPY STRATEGY**  
Report of the CGO and Director of City Bridge Trust  
**For Decision**  
(Pages 55 - 74)
13. **SAFEGUARDING REQUIREMENTS FOR GRANTEES AND THE TRUST**  
Report of the CGO and Director of City Bridge Trust  
**For Decision**  
(Pages 75 - 80)
14. **LONDON YOUTH QUALITY MARK AWARDS SCHEME - AMENDMENTS**  
Report of the CGO and Director of City Bridge Trust  
**For Decision**  
(Pages 81 - 84)
15. **GRANTS BUDGET AND APPLICATIONS TODAY**  
Report of the CGO and Director of City Bridge Trust  
**For Information**  
(Pages 85 - 88)
16. **GRANTS ANALYSIS, TRENDS AND MANAGEMENT**  
Report of the CGO and Director of City Bridge Trust  
**For Information**  
(Pages 89 - 94)
17. **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 95 - 96)

- a) Indoamerican Refugee and Migrant Organisation (Pages 97 - 98)
- b) Baobab Centre for Young Survivors in Exile (Pages 99 - 102)
- c) Beyond Youth CIC (Pages 103 - 106)
- d) KEEN London (Pages 107 - 110)
- e) Polka Children's Theatre Limited (Pages 111 - 112)
- f) Whittington Park Community Association (Pages 113 - 114)
- g) Age UK Redbridge, Barking and Havering (Pages 115 - 118)
- h) Alzheimer's Society (Pages 119 - 120)
- i) My Life Films (Pages 121 - 122)
- j) Migrants Resource Centre (Pages 123 - 126)
- k) Redbridge Citizens Advice Bureau (Pages 127 - 128)
- l) Release Legal Emergency and Drugs Service Ltd (Pages 129 - 132)
- m) Tower Hamlets Law Centre (Pages 133 - 136)
- n) Black Training and Enterprise Group (BTEG) (Pages 137 - 140)
- o) Sutton Borough Volunteer Bureau (Pages 141 - 144)
- p) West London Zone (Pages 145 - 146)

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

**For Decision/Information**

- a) Applications Recommended for Rejection (Pages 147 - 150)
- b) Funds Approved under Delegated Authority (Pages 151 - 152)
- c) Withdrawn and Lapsed Applications (Pages 153 - 154)
- d) Variations to Grants Awarded (Pages 155 - 156)
- e) Report on Learning Visits (Pages 157 - 162)
- f) City Bridge Trust Communications & Events Attended (Pages 163 - 178)

19. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
20. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS TO BE URGENT**
21. **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**

22. **NON-PUBLIC MINUTES**  
To agree the non-public minutes of the meeting held on 14 March 2018.
- For Decision**  
(Pages 179 - 182)
23. **SUPPORT FOR YOUNG LONDONERS - A JOINT APPROACH WITH THE GREATER LONDON AUTHORITY**  
Report of the CGO and Director of City Bridge Trust
- For Decision**  
(Pages 183 - 188)
24. **STEPPING STONES FINANCE FACILITY UPDATE**  
Report of the CGO and Director of City Bridge Trust
- For Decision**  
(Pages 189 - 192)
25. **PIPELINE OF PRO-ACTIVE STRATEGIC GRANTS**  
Report of the Chief Grants Officer.
- For Information**  
(Pages 193 - 196)
26. **WAIVER REQUEST - TO FOLLOW**  
Report of the CGO and Director of City Bridge Trust
- For Decision**
27. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
28. **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**

29. **CONFIDENTIAL MINUTES**

To agree the confidential minutes of the meeting held on 14 March 2018.

**For Decision**

# Agenda Item 3

BOWMAN, Mayor	<b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Thursday 19th April 2018, doth hereby appoint the following Committee until the first meeting of the Court in April, 2019.
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COMMONERS

## THE CITY BRIDGE TRUST COMMITTEE

### 1. **Constitution**

A Non-Ward Committee consisting of,

- two Aldermen nominated by the Court of Aldermen
- 12 Commoners elected by the Court of Common Council, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
- the Right Honourable the Lord Mayor (ex-officio)
- up to two external persons co-opted by the Committee with relevant experience and skills, selected through a fair and transparent process determined by the Committee.

### 2. **Quorum**

The quorum consists of any five Members of the Court of Common Council.

### 3. **Membership 2018/19**

ALDERMEN

- 7 Alison Jane Gowman
- 2 Alastair John Naisbitt King

COMMONERS

- 4 (4) Karina Dostalova
- 6 (4) Marianne Bernadette Fredericks
- 8 (4) Jeremy Paul Mayhew
- 3 (3) Dhruv Patel
- 7 (3) Ian Christopher Norman Seaton
- 2 (2) Peter Gerard Dunphy
- 8 (2) Charles Edward Lord, O.B.E., J.P., Deputy
- 2 (2) Paul Nicholas Martinelli
- 2 (2) Dr Giles Robert Evelyn Shilson, Deputy
- 6 (1) Simon D'Olier Duckworth, O.B.E., D.L
- 1 (1) Jamie Ingham Clark, Deputy
- 10 (1) Wendy Mead, O.B.E.

together with the ex-officio Member referred to in paragraph 1 above.

### 4. **Terms of Reference**

- (a) In accordance with the Cy Pres Scheme for the administration of the charity known as the Bridge House Estates (1035628), made by the Charity Commissioners on 9 February 1995 (as amended) and brought into effect by the Charities (The Bridge House Estates) Order 1995; as respects the following purposes: -

- in or towards the provision of transport and access to it for elderly or disabled people in the Greater London area; and
  - for other charitable purposes for the general benefit of the inhabitants of Greater London;
- (i) to determine the application of all funds allocated by the Court of Common Council for the City of London Corporation as trustee of the charity in accordance with the policy settled by the Common Council for those purposes, other than funding above a sum of £500,000 which decisions are reserved to the Court of Common Council upon this Committee's recommendation;
- (ii) to review the policy referred to above and in so doing to undertake consultation with appropriate persons as required under the Order of the Charity Commissioners for the administration of the charity dated 10 July 1997, and to make recommendations to the Court of Common Council for changes to that policy or in settling a new policy;
- (iii) to determine terms, conditions and other requirements to be imposed in applying the charity's funds in

accordance with the policy; and

- (iv) to review, as necessary, the amounts, nature and spread of funding approved or refused by way of grants or otherwise applied under the policy, and the operation of administrative arrangements for the Scheme.
- (b) To be involved in the process for the appointment of the Chief Grants Officer, as appropriate.



## THE CITY BRIDGE TRUST COMMITTEE

Wednesday, 14 March 2018

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

### **Present**

#### **Members:**

Alderman Alison Gowman (Chairman)	Deputy the Revd Stephen Haines
Dhruv Patel (Deputy Chairman)	Alderman Alastair King
Simon Duckworth	Deputy Edward Lord
Peter Dunphy	Paul Martinelli
Marianne Fredericks	Ian Seaton

#### **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
Jemma Grieve Combes	-	The City Bridge Trust
Martin Hall	-	The City Bridge Trust
Julia Mirkin	-	The City Bridge Trust
Kate Moralee	-	The City Bridge Trust
Shegufta Rahman	-	The City Bridge Trust
Tim Wilson	-	The City Bridge Trust
Kristina Drake	-	Communications Team

The Chairman welcomed the guests in attendance, including representatives from the Prince's Trust, Hammersmith & Fulham Law Centre, Heart of the City and the Cabinet Office to the Committee. The Committee had trialled a 'working lunch' before the meeting, and had hosted a presentation from London's Giving.

#### **1. APOLOGIES**

Apologies for absence were received from Karina Dostalova, Jeremy Mayhew and Chief Commoner Wendy Mead.

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

The Chairman and Edward Lord declared personal and non-prejudicial interests in Trust for London by virtue of being trustees.

The Chairman declared a non-prejudicial interest in Heart of the City by virtue of being on its Advisory Board.

Deputy the Revd. Stephen Haines declared a personal interest in CESI.

3. **MINUTES**

The Committee noted that on page 3 under the heading Bridge House Estates task and finish group, the minute should read 'and for the City of London Corporation to be the best possible trustee it could be'.

**RESOLVED** – That, pending the above correction, the public minutes and non-public summary of the meeting held on 31 January 2018 be agreed as an accurate record.

4. **OUTSTANDING ACTIONS**

The Committee received a list of outstanding actions. The Committee noted that the Bridge House Estates task and finish group meetings were ongoing, and that funding from the Bridge House Estates strategic review fund had been granted to support legal and financial work strands. The Committee noted that Members had been due to submit individual skills audits and committee self-effectiveness to the Town Clerk. Hard copies were provided at the meeting for Members to complete if they had not already done so. The Committee noted that officers had explored the Lord Mayor's ex-officio membership of the Committee and were consulting with Mansion House on the matter.

The Committee noted that consultation with HM Prison Service about gaps in provision was underway, and that requested information on City of London Corporation funding granted to Spitalfields Music was provided in the Chief Grants Officer and Director of City Bridge Trust's Progress Report.

**RESOLVED** – That the Outstanding Actions update be noted.

5. **CBT BUSINESS PLAN 2018/19**

The Committee considered a report of the Chief Grants Officer and Director of City Bridge Trust presenting the final high-level business plan for City Bridge Trust for 2018/19. The City Bridge Trust was guided by the City of London Corporation's Corporate Plan and would align with it wherever feasible. However, the Committee had overseen the development of the City Bridge Trust's funding strategy and made recommendations to the Court of Common Council for approval. City Bridge Trust aimed to deliver the outcomes of Bridging Divides whilst aligning with the corporate strategy and impacting on corporate outcomes. The Committee noted that following a suggestion from a Member, 'To use all our financial and non-financial assets, working collaboratively, to achieve our ambitions' would be changed to an aim instead of an outcome.

In response to a query from a Member, the Chief Grants Officer and Director of City Bridge Trust told the Committee that a number of financial and non-financial methods would be employed to try to achieve the stated aim of reducing inequality and growing more cohesive communities, and that the City

Bridge Trust would be working with its learning partner Renaisi to create measurable outcomes for the aims and objectives of the business plan. The Committee gave thanks to Scott Nixon, Head of Projects, for his work on the business plan.

**RESOLVED:** That, subject to amending the bullet point mentioned above from an outcome to an aim, the Committee approve the City Bridge Trust's final high-level business plan for 2018/19.

6. **PROGRESS REPORT**

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

Youth Providers' Event – Collaboration and Leadership

The Chief Grants Officer and Director of City Bridge Trust told the Committee that the event had been held at Mansion House on 15 January, to further encourage organisations in the youth sector to collaborate, and to facilitate more communication between organisations, particularly between larger and smaller organisations. Officers had received positive feedback about the event which had since prompted a meeting between two key organisations to discuss how they would work more effectively together in the future.

Charities and Safeguarding

The Committee noted that the Charity Commission had recently reissued its guidance on safeguarding. The Association of Charitable Foundations (ACF) had held a half-day seminar last month for funders. Officers would liaise with the ACF, other funders and the Director of Community and Children's Services to review the City Bridge Trust's practices and would report back to the Committee. Members suggested looking at what charities were already doing for anything that could be used, and that the City Bridge Trust could be approached by anyone who had concerns about a charity that it was funding.

Member training

The Chairman told the Committee that training for Committee Members on the Bridging Divides strategy was being arranged, and it was suggested that the training be combined with a Committee meeting, possibly with a later starting time to accommodate a training session and lunch.

**RESOLVED** – That the report be noted.

7. **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 course to allocate all of its grants budget for the financial year across all programmes. The Committee noted a formatting error on page 32, where the distribution of grant funding allocated across Committee meetings during the year did not show the

percentage of the total allocated at each meeting in numerical form. The Committee noted that there would be a review of the Investing in Londoners programme at a future meeting.

**RESOLVED** – That the report be noted.

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

a) **Buttle UK**

The Committee considered a report of the Chief Grants Officer and Director of City Bridge Trust requesting funding to continue the current partnership with Buttle UK for a further year from April 2018, following two previous grants approved by the Committee and the Court of Common Council respectively. The grants had enabled Buttle UK, through the Anchor Project, to provide a holistic package of support for families affected by domestic violence using a child-centred approach.

**RESOLVED** – That the City Bridge Committee 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.

b) **Heart of the City (HOTC)**

The Committee considered a report of the Chief Grants Officer and Director of City Bridge Trust, recommending financial support for Heart of the City throughout the five-year period of Bridging Divides as a key partner with a unique offer to support effective delivery of the strategy. The Trust had a long and important relationship with Heart of the City and the proposal would directly contribute to several areas of the trust's work implementing the Bridging Divides strategy.

Since 2015 HotC had expanded its model and achieved membership across 16 London Boroughs. The charity now wanted to focus on developing localised clusters of contributors and local authority leadership, and was piloting a project with Westminster City Council which could eventually help the charity become self-sustaining. The charity's work would also help the development of City Bridge Trust's Funder Plus offer under Bridging Divides.

A Member expressed concern about the size and nature of the grant, suggesting that there was a risk that the charity may become too reliant on the Trust's funding. The Chief Grants Officer and Director of City Bridge Trust responded that it was key for charities to find models that helped them to become sustainable. Heart of the City was hosted in the City of London and had in the past been ignored by other funders because of the perception of its relationship with the City of London Corporation. Heart of the City would link in with the City Bridge Trust and would be a valuable strategic partner for the Bridging Divides strategy.

The Chairman said that Heart of the City had been an exceptional partner for the City Bridge Trust, but it was important for Members to scrutinise grants of this scale, and the application had been questioned and considered on its merits. The Committee noted that over the last two years Heart of the City members had raised over £19million for charitable causes.

**RESOLVED** – That the City Bridge Trust Committee 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 Divides attending advisory groups as necessary and to work closely with London's Giving local areas to develop new membership clusters.

c) **John Lyon's Charity/Young People's Foundations**

The Committee considered a report of the Chief Grants Officer and Director of City Bridge Trust seeking approval to extend the current financial support given for the operation and development of Young People's Foundations across three London Boroughs, and fund the establishment of Young People's Foundations in a further three Boroughs. It was proposed to route the grant funding through the John Lyon's Charity, who would match the grant approved by City Bridge Trust.

**RESOLVED** – That the City Bridge Trust Committee 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.

d) **Moving on Up Project/Trust for London - Phase Two**

The Committee noted that the application was to be considered in the non-public section.

e) **Women for Women Refugees**

The Chief Grants Officer and Director of City Bridge Trust told the Committee that a Member had brought additional information to the attention of officers. It was proposed to agree the grant in principle, subject to resolving the issue raised.

**APPROVED** £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, subject to satisfactory completion of due diligence by officers

f) **BANG Edutainment Ltd**

**APPROVED** £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.

g) **Children's Trust**

**APPROVED** £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.

h) **Down's Syndrome Association**

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

i) **Parochial Church Council of St. Mary, Stoke Newington**

The Committee noted that the amount recommended for approval was significantly less than the amount originally requested. The amount recommended was funding for areas sufficiently related to disability needs.

**APPROVED** £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).

j) **Rethink Mental Illness**

A Member queried whether the National Union of Students (NUS) provided a service similar to that proposed to the charity, and whether the charity had any connection to the NUS. A Member also queried if the proposal targeted the right areas in accordance with City Bridge Trust strategy. A Member told the Committee that having researched the charity online, employer review website Glassdoor detailed 18 complaints about the charity which included allegations of bullying and harassment within the organisation.

The Chief Grants Officer and Director of City Bridge Trust responded to Member queries. Officers were not aware of any specific provision of this nature offered by the NUS, and there was nothing in the City Bridge Trust's guidance to exclude students as a group. There was a higher prevalence of mental ill-health amongst university students due to increased access to university in recent years. Any complaints about the charity would need to be investigated, but it was important to be cautious about information found on the internet.

The Committee noted that there was no reference to NUS funding in the charity's grant application form. A Member added that the NUS was a confederate body which did not directly provide services at local level. While some constituent members may provide health and welfare services it would not be done nationally, as it was not within their remit.

Members discussed including a section on reputational risk in assessment reports. A Member said that it would be dangerous to start including unverified information from the internet in reports, and that officer due diligence to any serious allegations in order to flag serious problems would be satisfactory. A Member added that other charities would be likely to share information if they had it.

The Chief Grants Officer and Director of City Bridge Trust told the Committee that officers did investigate reputational implications of grant applications and performed due diligence to examine the consequences of association with a charity and any reputational risk.

**APPROVED** £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.

k) **Sense**

**APPROVED** £154,000 over 3 years (£78,000, £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 confidential on sufficient funds being raised to make the initiative viable.

l) **Community Empowerment and Support Initiatives (CESI)**

**APPROVED** £69,600 (£24,000; £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.

m) **Royal Hospital Chelsea**

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

n) **Saint Francis Hospice**

**APPROVED** £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.

o) **Alternatives Trust East London**

**APPROVED** £90,000 over three years (3 x £30,000) towards the FTE salary of a Destitution Coordinator.

p) **Community Links Trust Ltd**

**APPROVED** £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.

q) **Deptford Reach**

The Committee noted that the amount recommended for approval was significantly less than the amount originally requested, as the recommendation was to award one year of funding rather than three, with any potential continuation funding request be assessed in the context of Deptford Reach's progress and circumstances at that time.

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

r) **Hammersmith and Fulham Law Centre**

**APPROVED** £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.

s) **Help Somalia Foundation**

**APPROVED** £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.

t) **TaxAid UK**

The Committee considered a report of the Chief Grants Officer and Director of City Bridge Trust concerning the progress to date at the three-year mark of the 10-year strategic grant to the Prince's Trust, and seeking approval for the commitment of the next allocation of funding.

The report outlined delivery in the first three years of the strategic grant and plans for the next three years. The grant funding had supported over five thousand young people so far, and enabled the Prince's Trust to launch their London Growth Plan, a five-year strategy which would double their reach in London. The Prince's Trust were finding new ways of working under their new leadership, which had been in place for six months.

The Committee noted that the Chairman, Deputy Chairman and Chief Grants Officer had met with the Prince's Trust as part of the strategic advisory group before the meeting, and had reviewed the first three years delivery and the next three years. The meeting had been very positive. The Chairman added that the



Prince's Trust was the City Bridge Trust's biggest partnership and had been very fruitful so far.

The Committee noted that the next allocation of £3million would be from this financial year's City Bridge Trust budget. The Prince's Trust liaison officer will be presenting to the Committee at a future date on the work of the Prince's Trust (possibly September or October 2018).

**RESOLVED** – That the City Bridge Trust Committee:

- a) Note the report;
- b) Agree that satisfactory results have been achieved by PT in the first three years of this strategic initiative;
- c) 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
- d) Approve the commitment of the next allocation of £3m funding from the £10m approved by the Court of Common Council, as outlined in the report.

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

**a) The Prince's Trust Strategic Grant**

The Committee considered a report of the Chief Grants Officer and Director of City Bridge Trust concerning the progress to date at the three-year mark of the 10-year strategic grant to the Prince's Trust, and seeking approval for the commitment of the next allocation of funding.

The report outlined delivery in the first three years of the strategic grant and plans for the next three years. The grant funding had supported over five thousand young people so far, and enabled the Prince's Trust to launch their London Growth Plan, a five-year strategy which would double their reach in London.

**b) Grants Recommended for Rejection**

The Committee received a report of the Chief Grants Officers and Director of City Bridge Trust detailing 17 grant applications or Eco-Audit requests that were recommended for rejection.

The Committee noted that the application from the Tottenham Hotspur Foundation, having been deferred from the previous meeting following a Member's query, had been discussed and given further consideration.

**RESOLVED** – That the Committee reject the grant applications detailed in the accompanying schedule.

**c) Grants Approved under Delegated Authority**

The Committee received a report of the Chief Grants Officer which advised Members of fifteen expenditure items, totalling £306,890, 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.

**d) Withdrawn and Lapsed Applications**

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

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

**e) Variations to Grants Awarded**

The Committee received a report of the Chief Grants Officer which advised Members of a variation to four grants agreed by the Chief Grants Officer since the last meeting. The Committee noted that a 'clean-up' of grants with balances outstanding had amounted to a total of funds written back or revoked of £88,965.

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

**f) Reports on Learning Visits**

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

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

**g) City Bridge Trust Communications and Events Attended**

The Committee received a report of the Chief Grants Officer and Director of City Bridge Trust updating on the communications work of the City Bridge Trust. The Committee noted a printing error that had led to some pages in the agenda being duplicated. The Chairman informed the Committee that she and the Deputy Chairman had been present at the London Borough of Culture announcement and a picture of them with the Mayor of London had gone viral on social media.

The Chief Grants Officer and Director of City Bridge Trust informed the Committee about the communications and media plans for launching Bridging Divides. Officers had developed a strategy to identify and engage with key audiences. The strategy included updating the website, new leaflets and press

releases, and would aim for a wide spread in the media. Members were invited to look at the plans and share any feedback they had with officers.

The Committee noted that the Chairman would be speaking as part of a panel at the next All-Party Parliamentary Group (APPG) for London meeting. This would be attended by City Bridge Trust partners and London MPs and would be a good opportunity to promote Bridging Divides. Work was also ongoing with the GLA.

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

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

A Member asked if the City Bridge Trust should support the approach of some local authorities in adopting a plan against segregation between community groups, noting that the London Borough of Newham were no longer awarding funding to bodies that target or comprise single ethnic or religious groups.

The Chief Grants Officer and Director of City Bridge Trust responded that some communities were particularly marginalised, and the City Bridge Trust wanted to encourage confidence in those communities. Whilst it was not a stipulation, the assessment process was vigilant in preventing ‘silo’ working. Grant funding was used to encourage integration and a lot of work had been done to support integration projects. It was important to be sensitive to the needs of community groups and build bridges between them simultaneously.

The Chairman added that applications had been rejected on these grounds in the past after relevant concerns had been raised. The Committee noted that the application for Help Somalia Foundation considered earlier included integration amongst its stated objectives.

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

There was no other business.

*The Chairman offered a vote of thanks to Deputy the Revd Stephen Haines, who was attending his last meeting as a Committee Member. The Committee gave thanks to Deputy the Revd Stephen Haines for his contributions to the Committee during his term as a Member.*

**12. 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
13 - 17	3
18 - 19	-
20	3

13. **NON-PUBLIC MINUTES**

The Committee considered the non-public minutes of the previous meeting.

14. **STEPPING STONES FUND FINANCE FACILITY**

The Committee considered a report of the Chief Grants Officer and Director of City Bridge Trust.

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

The Committee considered a report of the Chief Grants Officer and Director of City Bridge Trust.

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

The Committee considered a report of the Chief Grants Officer and Director of City Bridge Trust.

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

The Committee received a report of the Chief Grants Officer and Director of City Bridge Trust.

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 31 January 2018.

**The meeting closed at 3.15 pm**

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Chairman

**Contact Officer: Joseph Anstee**  
**tel. no.: 020 7332 1480**  
**joseph.anstee@cityoflondon.gov.uk**

<b>Committee</b>	<b>Date:</b>
The City Bridge Trust Committee	2 May 2018
<b>Subject:</b> Appointment to the Social Investment Board	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>
<b>Report author:</b> Joseph Anstee, Committee & Members' Services Officer	

## Summary

The purpose of this report is to consider the appointment to the Social Investment Board. The proposed Terms of Reference and composition of the Board are given below.

Subject to approval by the Investment Committee at its meeting on 9<sup>th</sup> May 2018, the Terms of Reference will continue as present with the Board meeting approximately five times a year (including an away day).

The composition of the Social Investment Board includes the Chairman of the City Bridge Trust Committee for the time being or his/her nominee, and a Member of the City Bridge Trust Committee. The City Bridge Trust Committee's appointments to the Social Investment Board for 2017/18 were Alderman Alison Gowman, as Chairman, and Deputy Edward Lord.

## Recommendation

It is recommended that consideration be given to the appointments to the Social Investment Board.

## Main Report

### Social Investment Board

#### Composition

- Chairman to be determined by the Board\*
- The Chairman of the Policy & Resources Committee for the time being or his/her nominee;
- The Chairman of the Finance Committee for the time being or his/her nominee;
- The Chairman of the City Bridge Trust Committee for the time being or his/her nominee;
- One Member of the City Bridge Trust Committee;
- The Chairman of the Financial Investment Board for the time being or his/her nominee;

- One Member of the Financial Investment Board;
- One Member of the Property Investment Board;
- Two Members of the Court of Common Council elected by the Investment Committee, one of whom shall have fewer than five years' service on the Court at the time of their appointment.

All nominees must be Members of the Court of Common Council.

External co-opted members to be appointed for four-year terms, subject to annual reappointment at the first meeting of the Board after Annual Court in April.

### **Quorum**

The quorum consists of any three Members of the Board.

### **Terms of Reference**

The terms of reference for the Social Investment Board shall be as follows: -

- a) to approve criteria for social investments and to authorise social investments in accordance with such criteria
- b) to approve the appointment of and monitor the performance of independent advisors tasked with undertaking due diligence of investment proposals; and
- c) all of the above to be consistent with the strategic investment policies determined by the Policy and Resources Committee and the Investment Committee.

There is provision within Standing Orders to enable the Chairman of the Social Investment Board to report on and speak to their activities and responsibilities in the Court of Common Council and to ensure that any decisions are taken without undue delay.

### **\*Note on the Chairmanship**

The Social Investment Board shall elect annually a Chairman and a Deputy Chairman from amongst all of its Members (including ex-officio Members who shall also have the power to vote in such elections) with the exception of any co-opted people.

### **Membership 2017/18**

Nominee of the Chairman of the Policy & Resources Committee	Alderman Peter Hewitt (Chairman)
The Chairman of the Finance Committee	Jeremy Mayhew
The Chairman of the City Bridge Trust Committee	Alderman Alison Gowman

One Member of the City Bridge Trust Committee	Deputy Edward Lord
The Chairman of the Financial Investment Board	Andrew McMurtrie
One Member of the Financial Investment Board	Nicolas Bensted-Smith
One Member of the Property Investment Board	Chris Boden
Two Members elected by the Investment Committee	Henry Colthurst (Deputy Chairman) Andrien Meyers
Co-opted Members	Elizabeth Corrado Tim Haywood Laura Tumbridge

**Joseph Anstee**

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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	<b>“Task &amp; Finish” group to be established to look at how the City of London Corporation could be the most effective trustee of Bridge House Estates</b>	CBT Team and Town Clerk	<b>May 2018</b>	Officers to report to May committee meeting
2.	31 January 2018	<b>Individual Member Skills Audit and Committee Effectiveness Evaluation</b>	CBT Team and Town Clerk	<b>July 2018</b>	Submitted forms handed to CBT Team to be collated and analysed
3.	31 January 2018	<b>Officers to consult with HM Prison Service about gaps in the provision</b>	CBT Team	<b>May 2018</b>	In progress
4.	14 March 2018	<b>Charities and Safeguarding</b>	CBT Team	<b>May 2018</b>	Officers to liaise with the ACF, other funders and DCCS to review the City Bridge Trust’s practices and report back to the Committee.
5.	14 March 2018	<b>Prince’s Trust</b>	CBT Team / Town Clerk	<b>September / October 2018</b>	Prince’s Trust liaison officer to present to the Committee on the work of the Prince’s Trust

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<b>Committee:</b> City Bridge Trust (CBT)	<b>Dated:</b> 2 May 2018
<b>Subject:</b> Progress Report	<b>Public</b>
<b>Report of:</b> Chief Grants Officer and Director of City Bridge Trust (CGO)	<b>For Information</b>

## 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
- All Party Parliamentary Group on London
- Home Office Consultation
- The City of London Corporation's Social Investment Fund
- Stepping Stones
- Wembley National Stadium Trust
- Global Donors' Forum
- Central Grants Programme
- Member's skills audit

## Recommendation

- a) That the report be noted.

## Main Report

### Introduction

1. You will recall that you have agreed that each of the CBT Committee Meetings will begin with a presentation on a particular aspect of the work you support. Dominic Phinn, the Business Engagement Coordinator from Client Earth has been invited to this committee. Client Earth was awarded funding as strategic initiative to engage directly with businesses to tackle the effects of air pollution in London through encouraging changes to business practices.

### Bridging Divides charitable funding strategy implementation

2. You will be pleased to know that your new Bridging Divides funding programmes and website are set to go live on 23<sup>rd</sup> April 2018. You are to be commended for the extensive consultation and research that has helped to

shape your vision and strategic direction for the next five years and your input into the strategy has been extremely helpful.

3. All applicants for funding should be signposted to the primary [www.citybridgetrust.org.uk](http://www.citybridgetrust.org.uk) website, where the detail of the new funding programmes will be available. If any Member would like a further briefing on the Bridging Divides funding programmes, this can of course be arranged at your convenience.

#### Learning Partner

4. Learning is central to your new strategy and since your last Committee Meeting, your learning partner, Renaisi, has been appointed. The point of Renaisi is to be a third party critical friend to ensure we learn from and against our strategy to make the most impact in London and our communities.
5. Renaisi has undertaken one to one interviews with key members of staff and the Chairman and Deputy Chairman to discuss the proposed evaluation activities and to gather from different perspectives our expectations and aspirations for Bridging Divides. A very constructive workshop has also taken place with the whole staff team.

#### Funder Plus

6. Funder Plus remains an important aspect of your new strategy. That is, work that supports our grantees, thereby adding value to the grant they hold. Following our very positive roundtable for funders interested in improving and better aligning our respective Funder Plus offers, work is underway to design a tender brief to add to your existing offer. It is proposed to procure an agency to manage your revised offer and in parallel with this to work with a cohort of civil society support organisations in order to co-produce what support services the offer will comprise. Those organisations would then be able to apply to the Trust for grants to deliver various elements of the offer, although each application would be assessed on its merits.
7. Your current Funder Plus offer includes your partnerships with the Cranfield Trust, for example and the Centre for Accessible Environments; the 'Useful Advice and Links' page of the website; your 'How to' video guides; and the case studies on the website which shares learning.

#### Cornerstone Fund

8. The first round of the Cornerstone Fund will also have launched by the time of today's meeting in order to complement your Bridging Divides programmes. It invites partnership applications, especially cross-sectoral ones, to bring about systems change to build stronger, more resilient communities, as recommended by The Way Ahead report. There is a two-stage application process. Initial proposals will be submitted on an online form. These will be looked at by a panel of funders (formed as a result of a very positive roundtable for funders on the Cornerstone Fund).
9. Grants of up to £20,000 will be offered to the best proposals to enable them to be worked up as a second stage application, following the application

procedures of whichever funder considers a particular proposal aligns best with their interests (including CBT, of course). Grants will be for up to three years' duration and priority will be given to applications that have scope for replicability and/or scale. A tender brief is currently being drafted for a learning partner to work alongside the funders and the funded organisations.

#### Staff resources to support deliver of the strategy

10. Work continues to review existing officer job descriptions to ensure that they are fit for purpose and to ensure that all newly agreed posts incorporate all the necessary functions. A further update will be provided to this committee once the consultation has been completed.

#### **All Party Parliamentary Group on London**

11. The Chairman spoke in the House of Commons at an All Party Parliamentary Group on London event on 'The role of the Charitable and Social Enterprise Sectors in London'. Other speakers were James Banks (London Funders), Sioned Churchill (Trust for London), and Simon Boyle (Beyond Food Foundation). In a theme strongly endorsed by other speakers, the Chairman emphasised the importance of cross-sectoral partnerships and explained that CBT's new strategy 'Bridging Divides', was designed to improve those connections.
12. A short publication on this is planned by the event coordinator. This will provide an opportunity to more fully amplify the work of the Trust.

#### **Home Office Consultation**

13. Trust officers, along with those from other trusts and foundations, have been invited to roundtable events with the Home Office as part of their consultation on a number of issues including: young people, gangs and crime; and on abuse of vulnerable people, including domestic abuse and trafficking. Discussions were led by Victoria Atkins MP, Parliamentary Under Secretary of State for Crime, Safeguarding and Vulnerability and Minister for Women and were extremely fruitful with a genuine willingness on both sides of the table to work together wherever possible to tackle the issues. An important point raised was that it is essential for the trust and foundation world to support new, possibly riskier, approaches as it can be very difficult for Government to use public funds on these. It was also clarified that trusts sharing data with other funders, including Government, for the benefit of keeping people safe does not fall foul of the data protection legislation.
14. This approach from the Home Office was very welcome and potentially very productive as it gives the wider funding sector opportunity to share its learning, experience and reach and to work with local and central government in a more joined-up and targeted way on some very important issues.

## **The City of London Corporation's Social Investment Fund – the first five years**

15. We published a report highlighting work done by the Social Investment Board with the monies designated within Bridge House Estates for social investment. This Board meets quarterly and has representation from the City Bridge Trust Committee. The report highlights the £12.9m investments placed to date in a range of schemes to support sectors such as housing, criminal justice, and accessible transport. In its first five years the Social Investment Fund has achieved a gross return of 4.7% which is above its original target of 2.7%, but also notes the challenges of deploying capital in what remains a new market as well as the challenges of market entry for many charitable organisations.
16. The report was distributed to guests at the Investment Committee dinner where the keynote speaker, Paul Morrish of LandAid, noted the City Bridge Trust's support for his organisation's work. It is also being shared more widely and is available online here:  
<https://www.citybridgetrust.org.uk/publications/social-investment-fund/>

## **Stepping Stones**

17. The fifth round of our social investment readiness programme, Stepping Stones is now open. Run in partnership with UBS, Stepping Stones grants of up to £50,000 per organisation are available for work to explore the role repayable finance can play in mission delivery. So far, the Trust and UBS have awarded £2.8m to 65 organisations in order to develop management capacity, financial skills and organisational controls. £550,000 is available in the current round with awards made in September following assessment panels at UBS' Broadgate offices.

## **Wembley National Stadium Trust**

18. Members will be pleased to learn that the Trust has been re-appointed for a further four years (2018-22) to provide management and administration services for the Wembley National Stadium Trust (WNST). This renewal was achieved through an open tendering process and is confirmation of the quality and success of the delivery that we have achieved over the past six years. It is important to note that this service is delivered under contract, on a full cost recovery basis.
19. As you may recall, one of the Trust's senior staff, Stewart Goshawk, has previously been seconded to act as WNST's Chief Executive Officer and I am pleased to report that everything has been agreed for this arrangement to continue. This is an excellent example of funder collaboration. There remains real benefit for both trusts in being able to learn and share knowledge at close quarters – for example, the development of a small grants scheme within your new programmes has very helpfully been informed by work that WNST has been doing in this kind of grant-making for some years. The different network of contacts that Stewart has achieved through WNST has also been helpful in developing elements of your "Bridge to Work" programme.

20. A fuller report on the activities of WNST will be presented to your next meeting, for your information.

### **Global Donors' Forum**

21. As part of a range of international relationships we are building in support of the Philanthropy Strategy, your CGO and Head of Philanthropy Strategy held a very productive meeting with the Cass Centre for Charity Effectiveness and the Chief Executive of the Global Donors Forum (GDF). The GDF is a high profile annual conference for leading Muslim Philanthropists and will be hosted in London for the first time from 10-12th September.
22. An invitation-only audience of around 300 delegates will convene with the purpose of increasing the quality and scale of their philanthropy, as a result of workshops, insight visits and plenaries. We have liaised with Cass over a number of months in relation to this and have proposed to host one of the two evening receptions at Mansion House, lead 1-2 seeing is believing visits to key projects as well as lead workshop(s) on key strategic insights we have gained through e.g. the development of the philanthropy strategy/social investment/collaboration in emergencies etc.

### **Central Grants Programme (CGP)**

23. You will recall the CGP is co-located within CBT in order to facilitate consistency of approach and harmonise service standards. The CGO, whose responsibility includes the grant-making activities of CBT, maintains an overview of the Central Grants Unit (CGU), with relevant input from the Head of Charity and Social Investment Finance within the Chamberlain's Department.
24. The CGP was externally evaluated by Rocket Science in November 2017 as it was nearing the end of the pilot for the programme. The evaluation highlighted the success of the programme and its implementation and made recommendations to imbed the programme on a permanent basis and look to expand its scope. In March 2018 the Resource Allocation Sub-Committee and Policy and Resources Committee met and both agreed to support the implementation of the CGP on a permanent basis from the 1st April 2018.
25. As well as an uplift to the annual grant budget available members also noted the uplift of £10,000 applied to the operating costs of the CGU, included within the approved CBT budget for 2018/19. A Senior Grants Officer will now be seconded on a permanent basis (circa three days a week) to the CGP from the Trust with additional staff resource to be bought in on a part time basis to assist with the assessment and grant management of the programme. All resources used to deliver the CGP are re-charged to City's Cash or the relevant Charities that the programme manages.

## **Member's skills audit**

26. In March 2018 Members completed a skills audit assessment in line with good practice for charity governing bodies. An initial overview shows the wide range of skills and experience Members bring to the board and the frank approach Members have taken to highlighting areas for growth is to be welcomed. The responses are currently being collated and analysed. An update on the findings and next steps will be available at your July committee meeting.

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<b>Committee</b> City Bridge Trust Committee	<b>Dated:</b> 2 <sup>nd</sup> May 2018
<b>Subject:</b> Towards a Sustainable Future: The City of London Corporation's Responsible Business Strategy, 2018-23	<b>Public</b>
<b>Report of:</b> The Chamberlain and the Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For information</b>
<b>Report author:</b> Amelia Ehren, Corporate Strategy Officer	

## Summary

This paper presents the current draft version of 'Towards a Sustainable Future: The City of London Corporation's Responsible Business Strategy, 2018-23'. The strategy states a commitment by the City of London Corporation (City Corporation) to 'creating a positive impact and reducing negative impact across all our activities and decisions because it is the right thing to do and will help ensure a sustainable future.' It sets out how the City Corporation will create social and environmental value by adopting responsible business practices throughout its day-to-day work and decision making, to create a future where:

1. Individuals and communities flourish; and
2. The planet is healthier.

The paper also outlines the process by which this strategy was developed, including the role of the Responsible Business Task and Finish Group, co-chaired by your Chief Grants Officer, the next steps for its implementation and its corporate implications, with specific reference to implications for City Bridge Trust (CBT). It seeks comments and input from Members on the current draft version, to be incorporated into a final version that will seek approval from Policy and Resources Committee in July 2018.

## Recommendation

Members are asked to:

- i. Comment and provide feedback on the current draft version of 'Towards a Sustainable Future: The City of London Corporation's Responsible Business Strategy, 2018-23' at **Appendix 1**.

## Main Report

### Background

1. We are in an era when organisations are asked to look beyond their core business and consider the ways in which they might create and sustain social and environmental value. As an organisation with private, public and charitable and community sector responsibilities, and significant capabilities and commitments,

the City Corporation is well placed to role model responsible business practices internally across all our activities and externally across all three sectors.

2. The strategy brings together two strands of work where we can make an impact. These are:

- Impact achieved in pursuit of our core purpose, how we deliver our operations and how we procure our resources.
- Impact achieved through our advocacy and role-modelling to others.

By bringing together these two strands of work into corporate strategy, we can make sure we are doing all we can to move towards a sustainable future. It also strengthens the City Corporation's internal practices and its outward-facing commitments to promoting responsible business across multiple sectors. It will offer additional coherence and consistency to the Economic Development Office's (EDO) responsible business campaigns and the Lord Mayor's Business of Trust campaign.

3. In June 2017, the City Corporation commissioned a review of its internal responsible business practices using the B-Lab UK model. The review highlighted many areas of excellence and a variety of recommendations to strengthen the City Corporation's work.
4. In September 2018 an Internal Responsible Business Task and Finish Group (TFG), co-chaired by your Chamberlain and your Chief Grants Officer. It was set up to act as the advisory group to support the development of the strategy.
5. The draft strategy, **at Appendix 1**, was developed through a collaborative and participatory approach with the TFG, key departments and staff across the organisation. The TFG initially reviewed the recommendations from the B-Lab review alongside the 90 United Nations Sustainable Development Goals. These 90 sustainability issues were then narrowed down to 19 issues by:
  - Conducting a materiality assessment, which is an exercise in stakeholder engagement that helps define and determine the environmental, social and governance issues that are most relevant to delivering the outcomes in the Corporate Plan 2018-23; and
  - Carrying out internal consultation with staff in the form of meetings with relevant departments and an online staff survey, completed by 147 respondents. The consultation process enabled staff to give their views on which topics and issues were most important to them.

More details of the materiality assessment process can be found on pages 11-13 in **Appendix 1**.

6. The strategy focuses on how the City Corporation can become a more responsible business, by capturing what is already doing and outlining other actions that it can take to contribute further to a truly sustainable future.

## Current position

7. The strategy describes the City Corporation's continuous and substantive commitment to creating positive impact and reducing negative impact on society and the environment across all its activities and decisions, to ensure a sustainable future. It makes clear the City Corporation's commitment to responsible business and how this will be fulfilled, set within the framework of the Corporate Plan 2018-23. The strategy identifies eight topics, across two themes, and sets out how we will drive activity in these areas. The strategy is summarised below:

<b>Our commitment</b>	We are committed to creating positive impact and reducing negative impact across all our activities and decisions because it is the right thing to do and will help ensure a sustainable future.	
<b>We will achieve this by...</b>	<p>Focusing our efforts on:</p> <ul style="list-style-type: none"> <li>➤ Impact achieved in pursuit of our core purpose, how we deliver our operations and how we procure our resources.</li> <li>➤ Impact achieved through our advocacy and role-modelling to others.</li> </ul> <p>Using responsible business practices through our every day work and decision making to ensure that we conduct ourselves in the most ethical and responsible ways possible.</p> <ul style="list-style-type: none"> <li>➤ Engaging our employees</li> <li>➤ Using our convening power</li> <li>➤ Connecting our communities</li> <li>➤ Ensuring transparency</li> <li>➤ Championing responsible investment</li> <li>➤ Leading responsible procurement</li> <li>➤ Preventing bribery, fraud and corruption</li> <li>➤ Promoting human rights</li> </ul>	
<b>To create a future where...</b>	<p><b>Individuals and communities flourish</b></p> <p>Create and champion equal opportunities, diversity and inclusion across our organisation, and networks; and safeguard people and communities from social issues impacting London.</p> <ul style="list-style-type: none"> <li>➤ People's wellbeing</li> <li>➤ Equal opportunities</li> <li>➤ Diverse organisations</li> </ul>	<p><b>The planet is healthier</b></p> <p>Reduce our environmental impact across all our operations while increasing our positive impact through cleaning, greening, advocacy and influencing.</p> <ul style="list-style-type: none"> <li>➤ Air quality</li> <li>➤ Waste</li> <li>➤ Plastics and packaging</li> <li>➤ Climate change</li> <li>➤ Loss of biodiversity</li> </ul>
<b>Resulting in...</b>	<p>An organisation that makes the right decisions</p> <p>An organisation that works collaboratively and innovatively to achieve positive impact</p> <p>An organisation that is trustworthy</p> <p>An organisation that leads the way in responsible business</p>	
<b>Corporate Plan 2018-23 links</b>	This strategy is one of the main mechanisms for delivering Outcome 5: Businesses are trusted and socially and environmentally responsible. It also directly supports the achievement of Outcomes 1, 2, 3, 4, 8, 11 and 12.	

## Next steps

8. As part of the Member consultation on this strategy, the current draft version will also be presented to the committees below. The feedback received from Members will feed into the final version of the strategy, which will then be taken to Policy and Resources Committee in July for final approval.

Committee	Date
Markets Committee	2 May 2018
Establishment Committee	22 May 2018
Port Health and Environmental Services Committee	22 May 2018

Planning and Transportation Committee	29 May 2018
Public Relations and Economic Development Sub Committee	29 May 2018
Open Spaces Committee	4 June 2018
Community and Children Services Committee	8 June 2018

## Implementation

9. The strategy outlines the following five next steps that are essential in implementing the strategy successfully over the next five years.
  - To bring together good practice.
  - To assign lead officers and develop action plans.
  - To monitor and report.
  - To define success.
  - To tell the City Corporation's story on responsible business.
10. The TFG has been repurposed to continue with the same Chairs and become the Responsible Business Implementation Group (RBIG). It will drive forward the implementation of the strategy and lead on devising detailed and SMART (specific, measurable, achievable, realistic and time-limited) action plans relating to each outcome area.
11. The success of the strategy also relies on the continued support of staff and Members who must take collective responsibility for making responsible business part of the City Corporation's everyday work. To engage Members and staff with the strategy, a Communications Plan will be developed. Activities and engagement channels in the Plan will include: a Members' briefing session, the Senior Leaders Forum in September, the Corporate Plan staff engagement sessions and an internal communications campaign.
12. The strategy will be regularly reviewed over the five-year term, to ensure it is a live document that is relevant and responsive to the issues of the time, which allows for new ideas and opportunities to be integrated into it.

## Corporate & Strategic Implications

13. To achieve the outcomes set out in the Corporate Plan 2018-23, the City Corporation will need to consider how best to maximise social and environmental benefits through its business activities and its work with others.
14. The strategy is one of the main mechanisms for delivering Corporate Plan Outcome 5 – *Businesses are trusted and socially and environmentally responsible* – as it embeds responsible business practices throughout the organisation and across its operations and activities.
15. Although the principles in the strategy are integrated into all the Corporate Plan outcomes, it directly supports the achievement of the outcomes below, through the actions outlined under each of the priority areas.

- Outcome 1 – People are safe and feel safe.
- Outcome 2 – People enjoy good health and wellbeing.
- Outcome 3 – People have equal opportunities to enrich their lives and reach their full potential.
- Outcome 4 – Communities are cohesive and have the facilities they need.
- Outcome 8 – We have access to the skills and talent we need.
- Outcome 11 – We have clean air, land and water and a thriving and sustainable natural environment.
- Outcome 12 – Our spaces are secure, resilient and well-maintained.

16. The draft strategy is also supportive of and supported by CBT's 2018-23 funding strategy, 'Bridging Divides', as both strategies aim to support individuals and communities to flourish and thrive. CBT have an instrumental role to play in the success of the Responsible Business Strategy, as through their funding they will lead and impact on several activities listed under the priority areas of Outcome 1 - Individuals and communities flourish.

## **Conclusion**

17. 'Towards a Sustainable Future: The City of London Corporation's Responsible Business Strategy' sets out a commitment to creating positive impact and reducing negative impact across all the City Corporation's activities and decision to help ensure a sustainable future where individuals and communities flourish and the planet is healthier. It is hoped that the strategy will have been through all officer and Member governance by July 2018, for it to be launched in the summer.

## **Appendices**

- Appendix 1- Towards a Sustainable Future: The City of London Corporation's Responsible Business Strategy, 2018-23.

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# Towards a Sustainable Future

The City of London Corporation's  
Responsible Business Strategy

**2018-2023**

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## Executive Summary

We are in an era when organisations are asked to look beyond their economic impact and consider the way in which they create social and environmental value. As an organisation with private, public and charitable and community sector responsibilities, and significant capabilities and commitments, we are well placed to role-model responsible business practices internally across all of our activities and externally across other organisations.

The strategy set out here states our commitment to responsible business and how we will fulfil it, set within the framework of our Corporate Plan 2018-23. We will embed responsible practices throughout the City Corporation's work to take us towards a sustainable future.

We know that we are on a journey to becoming a more responsible business and will need to build on our strengths and learn from others along the way. We will champion what we are currently doing well and celebrate, for example, our role in conservation, philanthropy and responsible procurement. Implementing this strategy provides us with further stories of change and impact to share with our wide range of partners. By openly sharing our progress, impact and learning we aspire to be a responsible business role model to other similar organisations.

### Our commitment

We are committed to creating positive impact and reducing negative impact across all our activities and decisions because it is the right thing to do and will help ensure a sustainable future.

### We will achieve this by...

Focusing our efforts on:

- Impact achieved in pursuit of our core purpose, how we deliver our operations and how we procure our resources.
- Impact achieved through our advocacy and role-modelling to others.

Using responsible business practices through our every day work and decision making to ensure that we conduct ourselves in the most ethical and responsible ways possible.

- Engaging our employees
- Using our convening power
- Connecting our communities
- Ensuring transparency
- Championing responsible investment
- Leading responsible procurement
- Preventing bribery, fraud and corruption
- Promoting human rights

### To create a future where...

#### Individuals and communities flourish

Create and champion equal opportunities, diversity and inclusion across our organisation, and networks; and safeguard people and communities from social issues impacting London.

- People's wellbeing
- Equal opportunities
- Diverse organisations

#### The planet is healthier

Reduce our environmental impact across all our operations while increasing our positive impact through cleaning, greening, advocacy and influencing.

- Air quality
- Waste
- Plastics and packaging
- Climate change
- Loss of biodiversity

### Resulting in...

An organisation that makes the right decisions  
An organisation that works collaboratively and innovatively to achieve positive impact  
An organisation that is trustworthy  
An organisation that leads the way in responsible business

### Corporate Plan 2018-23 links

This strategy is one of the main mechanisms for delivering Outcome 5: Businesses are trusted and socially and environmentally responsible. It also directly supports the achievement of Outcomes 1, 2, 3, 4, 8, 11 and 12.

## Introduction

Catherine McGuinness, Chairman of Policy and Resources & John Barradell, The Town Clerk and Chief Executive

The City of London Corporation has a reach that extends far beyond the Square Mile, spanning the private, public, and charitable and community sectors. Across our diverse responsibilities, our work is guided by our core aims of contributing to a flourishing society, supporting a thriving economy and shaping outstanding environments, for the Square Mile, City, London and beyond. We are also guided by our commitment to being a relevant, responsible, reliable and radical organisation.

Our Corporate Plan 2018-23 maps out our vision of a vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK. To achieve this, we need to consider both how we manage our own business, as well as the contribution we make to our communities and networks. Being a responsible business, that is committed to creating positive impact and reducing our negative impact on society and the environment, underpins all aspects of our work and will be embedded throughout the organisation.

Recent events have put businesses, charities and governments in the spotlight, with the public increasingly calling for transparency, accountability, and probity across a range of issues. More than ever, there is the need to create a lasting legacy of better business trusted by society. This strategy is, therefore, both timely and necessary.

Adopting a responsible business strategy is crucial for motivating our employees, attracting talent and developing trust with our stakeholders and communities. During the consultation regarding this strategy, many employees passionately described their commitment to a wide variety of sustainability issues facing the organisation and our stakeholders. This strategy will support us in our ambition of having an engaged and motivated workforce who are catalysts for change and work to magnify our impact.

We hope that this strategy and our journey to implement it, will provide an example for other organisations starting on their responsible business journey. We will share our progress openly and learn from others as we go, and will use our story as a mechanism for inspiring others in our networks and spheres of influence to follow our example and join us in striving to create a more positive impact on society and the environment. Successfully implementing this strategy will require our Members and staff to be fully engaged with our responsible business practices, as everyone has a role to play in building a sustainable future.

Photo

**Catherine  
McGuinness,  
Chairman of Policy  
and Resources**

Photo

**John Barradell, The  
Town Clerk and  
Chief Executive**

## Towards a Sustainable Future

### Our Responsible Business Strategy, 2018-23

In June 2017, we underwent an external assessment with B-Lab to assess the efficacy of our responsible business practices. These findings, which included the recommendation to develop a centrally located responsible business strategy, resulted in the formation of a dedicated Task and Finish Group, with responsibility to drive forward the development of the strategy. More details of how the strategy was developed can be found in Appendix 1.

The resulting strategy - 'Towards a Sustainable Future: Our Responsible Business Strategy' - brings together two strands of work where we can make an impact. These are:

- Impact achieved in pursuit of our core purpose, how we deliver our operations and how we procure our resources – our business activities.
- Impact achieved through our advocacy and role-modelling to others – our work with others.

By bringing together these two strands of work into one corporate strategy, we can make sure we are doing all we can to move towards a sustainable future. We are well placed to achieve impact in these areas owing to our unique blend of capabilities and commitments, as set out in our Corporate Plan 2018-23.

This strategy will support the achievement of the aims and outcomes in the Corporate Plan and is one of the main mechanisms for delivering Outcome 5 'Businesses are trusted and socially and environmentally responsible' through our internal and external work. Although the principles outlined in the strategy are integrated into all the Corporate Plan outcomes, it also directly supports the achievement of Outcomes 1, 2, 3, 4, 8, 11 and 12.

Working to this strategy will require us to create a shift in the way we think, plan and implement our work. Underpinning the Corporate Plan is a variety of existing and emerging strategies that ensure our decisions in this sphere are robust, including but not limited to our: Climate Action Strategy, Air Quality Strategy, Volunteering Strategy, Responsible Procurement Strategy, Responsible Investment Strategy, Social Mobility Strategy, Philanthropy Strategy and Access to Talent programme.

### Responsible business practices

We have developed a set of responsible business practices that we must utilise and embed in our work and in our decision-making processes.

<b>Engaging our employees</b>	We enable and empower our staff to act as a catalyst for change within the communities they live and work in.
<b>Using our convening power</b>	We lend our voice and influence, as an independent and respected organisation, to highlight and advocate for responsible practices across our networks and partnerships.
<b>Connecting with our communities</b>	We listen to our communities and wider stakeholders, within the Square Mile and beyond, to understand the challenges they face and to include them in our planning and decision-making processes, as appropriate.
<b>Ensuring transparency</b>	We embrace transparency and accountability across all our work, including our governance structures and use of funds.
<b>Preventing bribery, corruption and fraud</b>	We actively prevent fraud, corruption and bribery in our own operations and influence our supply chain and partners to do the same.
<b>Promoting human rights</b>	We advocate for human rights in our decision-making processes so that people are treated appropriately and with dignity.
<b>Championing responsible investment</b>	We ensure that our own investments reach and exceed the standards set by United Nations supported Principles for Responsible Investment.
<b>Leading responsible procurement</b>	We apply our responsible business principles to our procurement procedures to maximise social value, minimise environmental impact and strive to ensure the ethical treatment of people throughout our supply chains.

## Creating a sustainable future

Our commitment to creating a sustainable future is based on two pillars where we can make positive social and environmental impact. In this strategy, we outline where we currently make positive impacts and then set out actions we will pursue to further create positive impact and reduce our negative impact on society and the environment.

This strategy allows us to amplify specific responsible business outcomes through our own business and by influencing others. We have indicated the types of activities we will pursue to further these aims and will establish detailed action plans for each outcome and priority during the implementation of this strategy. We also know that working closely with our partners, stakeholders, communities and networks will be essential to achieving the positive future we want to create.

## Individuals and communities flourish

### Where we make impact

We are committed to championing equal opportunities and reducing inequality through tackling the barriers that exist for different groups and creating a positive and inclusive culture within our organisation, the Square Mile, London and the UK. We are also committed to creating opportunities for development and progression and building a collaborative and supportive organisation. Our external reach, which involves working with organisations across all sectors, puts us in a unique position to influence the agenda around equality, diversity and inclusion across these industries.

Our unique blend of capabilities also enable us to support communities to become stronger, better connected and more resilient. We play a particular role in this area by supporting the development of resilient communities, managing risks, protecting children and adults at risk, promoting health and wellbeing, and as the police authority for the Square Mile. We also advocate for disadvantaged groups across London, tackling exclusion, hate crime, and harassment through our networks of influence, events and community spaces to build a culture of tolerance. We also support these ambitions by funding a range of charities, through our charitable funder City Bridge Trust.

## The planet is healthier

### Where we make impact

As a major custodian of London's green belt and the local planning authority for the Square Mile, our role in supporting London and the UK's environment continues to grow in importance. We manage over 11,000 acres of green space across London, which improve air quality, people's health and wellbeing, safeguard biodiversity and contribute to vital ecosystem services.

As a planning authority, we work with our London partners to set challenging environmental targets for property developers to ensure that our ambitious Local Plan is delivered. Our role as provider of local authority services also provides us with opportunities to implement cleaning and greening programmes in the public realm, influence licence-holders, manage flood risk and work with residents, businesses, workers and visitors through environmental campaigns. Through our direct operations, we are also able to reduce our contribution to climate change, for example through our energy use.

#### Corporate Plan Links

Outcomes 1, 2, 3, 4, 5 and 8

#### Key related strategies

Volunteering Strategy, Philanthropy Strategy, Access to Talent, Social Mobility Strategy, Education Strategy, Bridging Divides

Outcomes 5, 11 and 12

Climate Action Strategy, Air Quality Strategy, Local Plan, Waste Strategy, Sustainability Plan, Biodiversity Action Plan

## Outcome 1: Individuals and communities flourish

Create and champion equal opportunities, diversity and inclusion across our organisation and networks; and safeguard people and communities from social issues impacting London.

### Priority 1: People's wellbeing

Recent world events have highlighted that workplaces and public environments continue to be unsafe for a variety of groups. The safety of women and girls against harassment and sexual assault, and increased incidents of hate crime are key issues.

Through our business activities, we will:

- Embed third party reporting mechanisms for people who experience domestic abuse, sexual violence or hate crime to help ensure we provide appropriate services.
- Improve the health and wellbeing of our own workforce, building an even more collaborative and supportive working environment.
- Protect, and where possible enhance, the acoustic environment to mitigate against the effects of noise and contribute to an improvement in well-being for the people who live, learn, work and visit here.

Through our work with others, we will:

- Convene organisations and groups tackling hate crime and other violence against minorities to strengthen their collective voice.
- Continue to promote the safety of groups facing discrimination and harassment – through funding, facilitation and advocacy.
- Help tackle violence and inequality in communities across London, by delivering City Bridge Trust's 'Bridging Divides'.

### Priority 2: Equal opportunities

To create a more fair and equal society, we must support social mobility and reduce inequalities at an organisational, local, regional and UK-wide level. We are committed to promoting equality of opportunity for all, regardless of background, and will champion this within our own organisation and use our influence to encourage others to do the same.

Through our business activities, we will:

- Develop an ambitious organisation-wide strategy and vision on social mobility, which outlines the key internal enablers, systemic changes and cultural shifts that we need to pursue.
- Enhance access to training and skills for our workforce.
- Create pathways to fulfilling employment in our organisation by providing and supporting opportunities such as volunteer roles, work experience placements, apprenticeships and graduate schemes.
- Develop clear progression pathways through our own organisation to enable staff to reach their full potential, regardless of their background.
- Strengthen and promote our Employee Volunteering Programme to encourage staff learning and development.

Through our work with others, we will:

- Support a more successful and inclusive London, by delivering our Employability Strategy for 2017-20. Work with City businesses to create pathways to fulfilling employment and open up more City jobs to people of all backgrounds.
- Understand the future skills gaps and build programmes to address them in partnership with businesses, communities, schools and universities.
- Provide funding, via City Bridge Trust, to charities that aim to improve social mobility outcomes for a wide range of Londoners.

### Priority 3: Diverse organisations

To develop a diverse and inclusive workforces, we need to consider carefully how to remove the barriers to employment that exist for different groups who experience more exclusion or disadvantage than others.

Through our business activities, we will:

- Ensure diversity and representation within our decision-making processes, groups and wider activity, in line with the Public Sector Equality Duty.
- Continue to build flexibility within our HR processes and procedures that consider the barriers and needs of excluded and protected groups to ensure their retention and employee satisfaction.
- Increase the gender-balance of our workforce, particularly at senior management levels, and ensure gender pay equality.
- Analyse, identify and tackle issues within the recruitment and progression systems that present barriers to groups who experience more exclusion or disadvantage through consultation with our stakeholders including HR, our staff diversity networks and Trade Unions.

Through our work with others, we will:

- Take a lead role on advocating for diversity and inclusion within the sectors where we have influence.
- Champion the role of women in sectors they typically face increased barriers in, for example the financial and professional services sector, and highlight the issues they face.



## Outcome 2: The planet is healthier

Reduce our environmental impact across all our operations while increasing our positive impact through cleaning, greening, advocacy and influencing.

### Priority 1: Air quality

Air pollution is a major issue affecting the health of every Londoner. It has been estimated that annually up to 9,500 people in London die prematurely due to poor air quality. Due to its location at the centre of London and the density of development, the Square Mile has some of the highest levels of pollution in the country. With our local authority duties, we have a responsibility to improve local air quality by reducing emissions of air pollutants in the Square Mile.

Through our business activities, we will:

- Improve local air quality in the Square Mile and reduce exposure to air pollution by continuing to develop and deliver the City of London Air Quality Strategy.
- Increase the number of clean vehicles in our fleet and continue to trial new technology.
- Encourage and facilitate the uptake of clean alternative vehicles amongst our supply chain.
- Reduce emissions of air pollutants from our building stock.

Through our work with others, we will:

- Provide leadership for air quality policy and action across London.
- Encourage City businesses to become air quality champions and support our work for cleaner air.
- Support research and development into measures to improve air quality with London Universities.
- Act as a facilitator for collaborative action on air pollution in London.

### Priority 2: Waste

Pursuing more sustainable methods of waste disposal is increasingly important for a healthier planet and as pressures on current waste disposal methods are becoming more acute. Our overall waste production and recycling programmes across our operational practices, as well as our local authority waste collection operations, are therefore becoming more relevant. Our reliance on other waste planning authorities to take the waste produced within the Square Mile is a growing risk, with landfill sites closing and an increasing focus on treating and/or disposing of wastes within reasonable proximity to their point of generation. We need to pursue other waste disposal methods that are more sustainable. Further, there is significant staff appetite to ensure that our own internal recycling programme is better adhered to by colleagues.

Through our business activities, we will:

- Develop a consistent and robust approach to waste reduction and collection, including recycling, across all our operational properties.
- Promote circular economy principles, where resources are kept in use for as long as possible before being recycled or disposed of, across the organisation.
- Deliver a recycling campaign across the organisation to ensure that waste is correctly sorted and disposed of by staff day-to-day.

Through our work with others, we will:

- Investigate the use of on-site waste disposal systems, such as anaerobic digestors in new build projects, with developers.

### Priority 3: Plastics and packaging

The impact of non-biodegradable plastics and packaging on the health of our ecosystems has become an increasingly important public concern. We have a unique opportunity to influence this issue through our role as a local authority service provider with excellent relationships with businesses, retailers, and suppliers. However, we also need to ensure that there is coherence between our outward messaging and our internal actions.

Through our business activities, we will:

- Reduce the amount of non-biodegradable plastics and packaging used across all our internal and contracted retail operations.
- Eliminate single use plastics from our operational properties.

Through our work with others, we will:

- Lead on a campaign for a 'Plastic free City'.

## Outcome 2: The planet is healthier

Reduce our environmental impact across all our operations while increasing our positive impact through cleaning, greening, advocacy and influencing.

### Priority 4: Climate change

Flooding, temperature variations and their effect on infrastructure and public health, and extreme weather events will affect London and the communities we work with in and around the Square Mile and wider London. As a responsible organisation, we need to ensure that we minimise our effect on climate change through our direct operations while taking a more central role in advocating good practice across our networks and spheres of influence.

Through our business activities, we will:

- Develop and implement the 2018 Climate Action Plan for the Square Mile.
- Reduce the risk and impact of flooding on the Square Mile by implementing the City of London Local Flood Risk Management Strategy.
- Source 100% renewable electricity across our operational and investment portfolios in the short term.
- Invest in renewable energy installations in the medium term, to increase renewable energy supply and resilience for our organisation.
- Increase the proportion of renewable gas in our energy supply in the longer term.
- Reduce the use of diesel vehicles being used by staff to travel to and from work and during work, by encouraging more environmentally-friendly forms of travel.
- Reduce energy use in our offices.

Through our work with others, we will:

- Influence developers to prioritise green construction through our planning policy.

### Priority 5: Loss of biodiversity

The impacts of urbanisation, loss of green areas, land use changes and intensification of farming are harming our environment and reducing our biodiversity, which negatively effects the resilience and sustainability of our natural environment. This can be particularly felt in urban areas where pressure from housing and infrastructure can threaten green areas. With our local and planning authority responsibilities, and as part of our own works projects, we can prioritise sustainable development and greening initiatives through policy which affects developers and our own public realm initiatives.

Through our business activities, we will:

- Protect existing habitats and create new biodiverse habitats in the Square Mile through our planning policies and corporate requirements.
- Support the continued management of 11,000 acres of green space in and around London to ensure high quality habitats and biodiversity.
- Increase the greening of our operational properties.

Through our work with others, we will:

- Set challenging environmental targets for developers, contractors occupiers, workers and residents.
- Use planning policy and strengthened corporate requirements to prioritise sustainable development and greening in new developments and the public realm.

## Making strategy a reality

We have outlined five next steps that are essential in implementing the strategy successfully over the next five years, which all rely on the continued commitment of our staff and elected Members. These steps are underpinned by our responsible business practices that we must embed in to our everyday work to achieve our aims, such as championing responsible investment and leading responsible procurement. Delivering on these steps will also help us to tell our story more powerfully, building on our current work and amplifying our potential.

### 1. Bringing together good practice

Work has already taken place on identifying initiatives, programmes and services which are contributing to our responsible business outcomes, through both existing work streams and the development of this strategy. However, we know that we have not yet captured the full range of our impact and excellence. By knowing this, we can tell our responsible business story with more confidence and energy, focusing on our outcomes and practices to demonstrate our impact.

### 2. Responsibility and Action Planning

Indicative actions have been identified for our key priority areas under each of our outcomes. To successfully deliver these actions, dedicated staff resource will be needed to develop detailed action plans, which include specific outputs, targets and measures, promote collaboration and measure the success of our activities in achieving each of our outcomes and commitments. However, the success of this strategy also relies on all staff taking collective responsibility for making responsible business part of their everyday work and for challenging decisions that do not align with our commitments and aims. As part of the implementation process, we will develop a comprehensive communications plan to engage staff with the commitments and practices set out in this strategy.

### 3. Monitoring and Reporting

Monitoring our progress to ensure we are on track to achieve our vision and aims is an important part of our responsible business approach. We will measure our performance against the impact we are having on our outcomes and priority areas and against the targets set out in the detailed action plans. We will be transparent in our reporting on where we are having the greatest impact and the areas where there is still room for improvement. Over the five-year term of the strategy, we will regularly review it to ensure it remains relevant and responsive to the issues of the time.

### 4. Defining success

We see success as building on our values and outcomes to ensure that we are an organisation that:

- Evaluates our decision making and activities in the context of responsible business, ensuring that we make the most positive impact while reducing our negative impact.
- Works collaboratively and innovatively across our organisation in order to meet the outcomes we have defined in this strategy.
- Involves our communities in our decision making and activities, with our outward messages matching our inward actions, thus building trust in our organisation.
- Becomes a leader in responsible business, sharing our expertise and insights with other government bodies, charitable and community sector organisations and non-profit organisations.

### 5. Telling our story

We want our responsible business journey to inspire and influence others to follow our example, both within our organisation and externally through our partners and stakeholders. We will start by sharing and championing the successes we have already achieved, including for example the conservation and enhancement of biodiversity across our 11,000 acres of green spaces, the hiring of 100 apprentices in 2017/18 and the implementation of low emission zones in the Square Mile.

We will use this strategy to generate and tell real stories of change and impact which we hope that others will use as examples to start their own responsible business journeys. We will share these messages through an internal and external communications campaign, aimed at internally embedding a collective understanding of what responsible business is in practice and externally at inspiring other similar organisations.



## Acknowledgements

We are very grateful for the time, knowledge and passion of all our contributors and stakeholders who have informed the development of this strategy.

We owe a special thank you to the members of the Task and Finish group who drove the development of this strategy forward:

**Dr Peter Kane** - Chamberlain (co-chair)  
**David Farnsworth** - Chief Grants Officer, City Bridge Trust (co-chair)  
**Grace Rawnsley** - Internal Responsible Business Strategy Officer, Town Clerk's Office  
**Amelia Ehren** - Corporate Strategy Officer, Town Clerk's Office  
**Sufina Ahmad** - Corporate Strategy Manager, Town Clerk's Office  
**Natalie Evans** - Responsible Procurement Manager, Chamberlain's Office  
**Noa Burger** - Head of Responsible Business, Economic Development  
**Simon Cribbens** - Assistant Director, Children and Community Services  
**Jon Averbs** - Assistant Director, Markets and Consumer Protection  
**Paul Beckett** - Policy and Performance Director, Built Environment  
**Esther Sumner** - Business Manager (previous), Open Spaces  
**Mansi Sehgal** - Energy Manager, City Surveyors  
**James Rooke** - Energy Manager (maternity cover), City Surveyors  
**Tracey Jansen** - Assistant Director, Human Resources  
**Fiona Rawes** - Head of Philanthropy Strategy, City Bridge Trust  
**Inspector Lorenzo Coniglairo** - Counter Terrorism, City of London Police

*"We can be rightly proud of what we have already achieved in becoming a responsible business but this strategy underlines our passionate commitment to building a more sustainable future."*

**Dr Peter Kane, Chamberlain and David Farnsworth, Chief Grants Officer (Co-chairs of the Task and Finish Group)**

# Appendix 1

## Developing the strategy

In June 2017, we commissioned a review of our internal responsible business practices using the B-Lab UK model. This review highlighted many areas of excellence and a variety of recommendations to strengthen our internal work. One of these recommendations was a centrally located Responsible Business Strategy aiming to bring coherence between our inward actions and outward messaging, and aligning our work more closely with the Corporate Plan, 2018-2023.

A Task and Finish Group with representation from across the organisation, and chaired by the Chamberlain and Chief Grants Officer, began a collaborative and participatory process of designing the strategy in September 2017. Using desk based research, commissioned reviews, 1-2-1 meetings, UN Sustainable Development Goals and the corporate risk register, the group initially identified over 90 issues and opportunities that touch the organisation's operations and corporate outcomes. Some of these issues were very localised and could be dealt with by individual teams or departments, some of the issues were large and complex and require a corporate response. Using a materiality approach, this list was narrowed down to 19 topics that were the most relevant to delivering our corporate plan outcomes.

In December 2017, staff were surveyed to identify which of the 19 issues should form the focus of the current five-year strategy. 147 staff contributed to the survey and ranked the issues in order of importance. The issues were then assessed against their impact on the delivery of the Corporate Plan. The results of the materiality assessment identified eight topics to become the priorities for this strategy.

## UN Sustainable Development Goals

We have identified ten UN Sustainable Development Goals where we feel we can have the most impact through our internal responsible business strategy. These goals sit at the heart of our thinking around responsible business and have influenced the development of our strategy.



## Materiality assessment

There are hundreds of social and environmental issues facing the planet; within our supply chains, our communities and our business. Our aim is to create social and environmental impact through all our activities by reducing our negative impact and maximising our positive impact.

Our material issues and opportunities give direction for the focus of our organisation's responsible business work into the future. We will continue to update our materiality assessment to capture new risks and opportunities that the organisation faces.

## Societal issues

Increasingly, individuals and communities are facing a number of societal issues. As a responsible organisation, we have a part to play in championing equal opportunities, promoting diversity, reducing inequality and safeguarding people from negative risks within our organisation, the Square Mile, London and the UK.

### Key material issues

- Equal opportunities
- Diverse workforce
- Pay differentials
- Women in the workplace
- Employment within socially excluded groups
- Crisis and resilience
- Intensification of London's population
- Affordable housing
- Support for SMEs
- Support for charities
- People's wellbeing

## Environmental issues

Our planet is under increasing pressure from a variety of sources including climate change. As a responsible organisation, we have a part to play in ensuring that our operations and supply chains are as environmentally friendly as possible, while recognising our unique responsibilities and opportunities to influence as a major contributor to London's green belt and the planning authority for the Square Mile.

### Key material issues

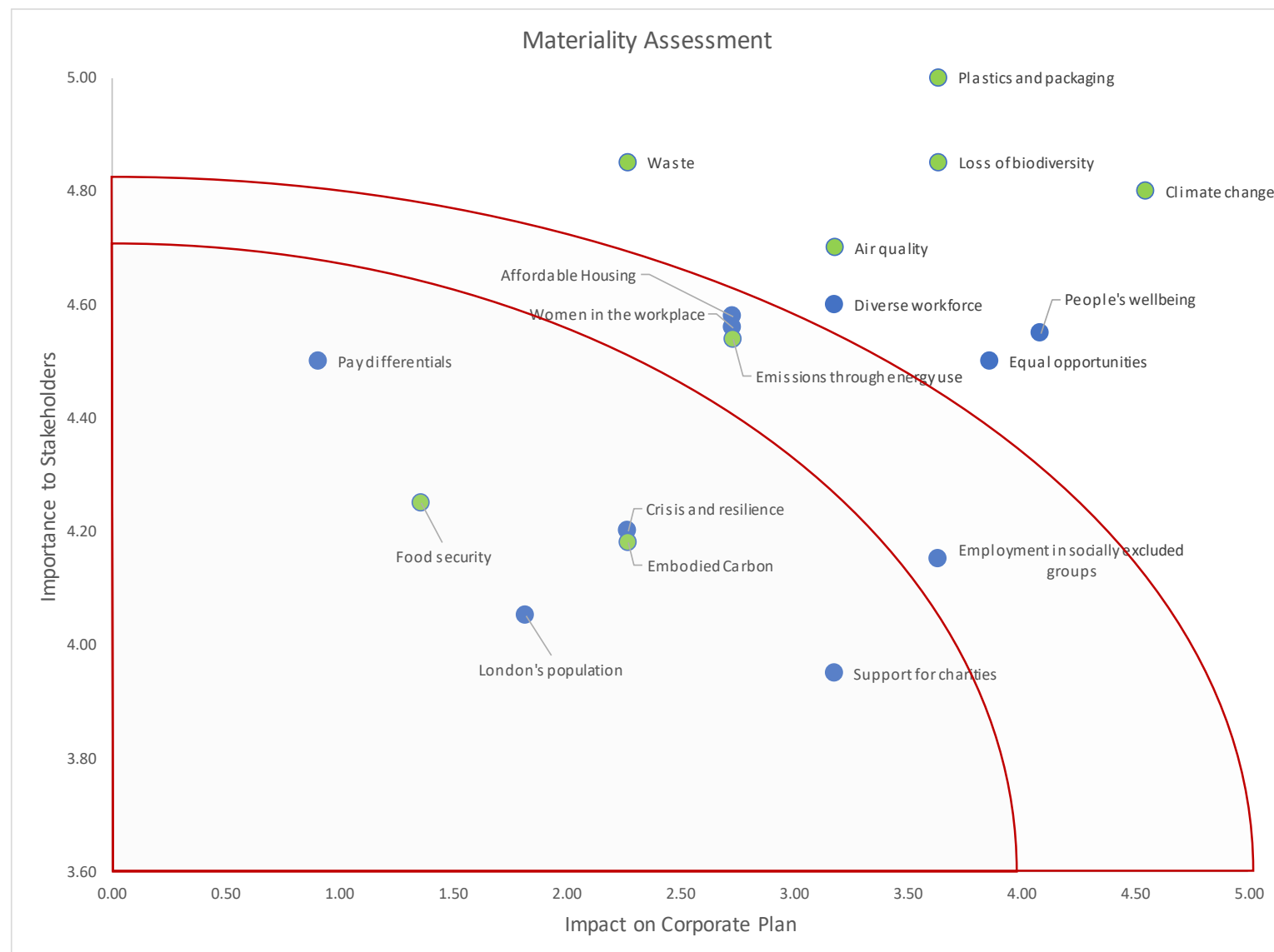
- Air quality
- Waste
- Plastics and packaging
- Climate change
- Loss of biodiversity
- Embodied carbon
- Emissions through energy use
- Food security

## Materiality assessment

Every five years, we are committed to focusing in on a smaller number of our material issues to provide more focus, drive and meaningful impact. We work closely with our staff and stakeholders to identify the issues that they are most pressing and relevant to the organisation. The diagram illustrates our eight focus areas for our five-year strategy (in red).

The materiality assessment graph to the right shows the relationship between the importance to our employees and the impact on our Corporate Plan for each issue on a 1-5 scale. The importance to employees is derived from our internal staff survey on our material issues completed by 147 staff members and the impact on the Corporate Plan is estimated based on the number of outcomes for which each issue presents risks and opportunities. The graph is divided into our priority areas for the next five years in the top right-hand corner. A second tier of issues is highlighted in light grey which may gain in importance and impact over the next five years and should be monitored.

This process does not minimise the importance of the other material issues we have highlighted, and we are committed to continue to support and report on our actions to minimise our negative impact and create meaningful positive impact across all these issues.



<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	2 <sup>nd</sup> May 2018
<b>Subject:</b> Risk Register for Bridge House Estates (charity number: 1035628)	<b>Public</b>
<b>Report of:</b> Chamberlain and Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Decision</b>
<b>Report authors:</b> Steven Reynolds, Chamberlain's Department Jenny Field, City Bridge Trust	

## Summary

The report provides this Committee's section of the key risks register for Bridge House Estates (BHE) for review. The Charity Commission's Statement of Recommended Practice (SORP) requires that the register is reviewed annually to ensure that existing risks are reconsidered, any new risks are identified and that appropriate measures are in place to mitigate those risks. This requirement is further emphasised within the Charity Governance Code. BHE is managed by six Committees or Boards, each of which is required to review and monitor risks for the services they oversee e.g. the Planning and Transportation Committee manages risks relating to the five bridges maintained by the charity. Accordingly, a separate risk report has been prepared for each managing Committee or Board.

Four of the risks on the BHE risk register relate to the services overseen by the City Bridge Trust Committee. These relate to financial loss through fraud or theft; grants not being used for their intended purpose; negative publicity leading to reputational damage; and major IS systems failure – the four risks are detailed at Appendix 2. Risks one and three are assessed as green with a score of two (on a risk scale from one to the highest risk score of thirty-two); the second and fourth risks are also assessed as green but with a score of three. Risk two, that a grant is not used for its intended purpose, is additional to the risks set out in last year's report. It has been included because it is deemed to be a real possibility, although officers are of the view that sufficient systems are in place to mitigate the risk, hence its risk score of three.

## Recommendations

Members are asked to:

- a) review the four risks currently on the register for this Committee and confirm that appropriate control measures are in place; and
- b) confirm that there are no other risks relating to the services overseen by the City Bridge Trust Committee which should be added to the BHE risk register.

## **Main Report**

### **Background**

1. In accordance with the Charity Commission's Statement of Recommended Practice (SORP), trustees are required to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. This requirement is further emphasised within the Charity Governance code, which recommends that effective risk-assessment processes are set up and monitored. This Committee's section of the key risks register for Bridge House Estates (BHE) is set out for review.
2. BHE is managed by six Committees or Boards each of which is required to review and monitor risks for the services they oversee e.g. the Planning and Transportation Committee manages risks relating to the five bridges maintained by the charity. Accordingly, a separate risk report has been prepared for each managing Committee or Board.
3. The Charities SORP requires that the register is reviewed annually to ensure that existing risks are reconsidered and any new risks are identified.

### **Review of Risks**

4. The method of assessing risk reflects the City of London's standard approach to risk assessment as set out in its Risk Management Strategy approved by the Audit and Risk Management Committee. The City of London Corporation risk matrix, which explains how risks are assessed and scored, is attached at Appendix 1 of this report. Risk scores range from one, being lowest risk, to the highest risk score of thirty-two. These scores are summarised into 3 broad groups, each with increasing risk, and categorised green, amber or red.
5. Each risk in the register has been considered by the responsible officer within the Corporation who is referred to as the 'Risk Owner' in the register.
6. The City Bridge Trust Committee's element of the BHE risk register is shown at Appendix 2 and contains four risks: the first relating to financial loss through fraud or theft; the second to the grant not being used for its intended purpose; the third to negative publicity leading to reputational damage; and fourth, major IS failure. Controls are in place to mitigate these risks, including an open, transparent and rigorous grants assessment process and, in relation to IT systems, the main grants system GIFTS now running from an Agilisys data centre which is more resilient than the previous server at Guildhall.
7. The second risk, that a grant is not been used for its intended purpose, has been added this year because it is perceived as a real risk although it is mitigated by the Trust's rigorous grants management and monitoring systems as well as the terms and conditions of grant. If there was a serious misuse of funds, for example, to mask/support extremist activities, this would also risk consequential reputational damage for the Trust. Again, however, this is mitigated by the Trust's rigorous assessment and monitoring systems.

8. With regard to risk three, if a funded organisation had a safeguarding breach, there is risk of consequential reputational risk for both the organisation concerned as well as the Trust. To mitigate this risk, the Trust is currently approving its safeguarding policy with the City Bridge Trust Committee, in line with Charity Commission guidance and drawing on the expertise of the CoLC's Children's and Community Services. The Trust has been working closely with a cohort of independent funders to develop best practice. Training for CBT staff and for Members of the City Bridge Trust Committee will follow over the next three months.
9. It should be noted that the Trust launches its new funding programmes for the next years in April. There is a minor risk that the Trust's new funding programmes are not understood within the charitable sector, leading to an insufficient number of applications and/or applications of insufficient quality. This is well-mitigated by a Communications Strategy for the Trust's Bridging Divides programmes and the strategy is underpinned by extensive consultation with the sector. Trust Officers will undertake promotional work through funding road shows once the programmes have been launched.
10. It should also be noted regarding the fourth risk that the Trust is in the process of reviewing its CRM system with a view to purchasing a new system during 2018/19.
11. Risks one and three are assessed as green with a score of two (on a risk scale from one to the highest risk score of thirty-two), the second and fourth risks are also assessed as green but with a score of three. Risk scores for the first, third and fourth risks remain unchanged compared to last year and the current mitigating actions are considered appropriate at this time.

## **Conclusion**

12. The risks faced by the charity have been reviewed and three of those risks have been identified as relating to the services overseen by the City Bridge Trust Committee. The first relates to financial loss through fraud or theft, the second to negative publicity leading to reputational damage and the third to major IS failure. The Committee is requested to confirm that appropriate control measures are in place for these risks and that there are no other risks that should be added to the BHE register in relation to services overseen by the Committee.

## **Appendices**

- Appendix 1 - City of London Corporation Risk Matrix
- Appendix 2 - Charity Risk Register

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## City of London Corporation Risk Matrix (Black and white version)

Note: A risk score is calculated by assessing the risk in terms of likelihood and impact. By using the likelihood and impact criteria below (top left (A) and bottom right (B) respectively) it is possible to calculate a risk score. For example a risk assessed as Unlikely (2) and with an impact of Serious (2) can be plotted on the risk scoring grid, top right (C) to give an overall risk score of a green (4). Using the risk score definitions bottom right (D) below, a green risk is one that just requires actions to maintain that rating.

### (A) Likelihood criteria

	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)
Criteria	Less than 10%	10 – 40%	40 – 75%	More than 75%
Probability	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
Time period	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
Numerical	Less than one chance in a hundred thousand (<10-5)	Less than one chance in ten thousand (<10-4)	Less than one chance in a thousand (<10-3)	Less than one chance in a hundred (<10-2)

### (B) Impact criteria

Impact title	Definitions
Minor (1)	<b>Service delivery/performance:</b> Minor impact on service, typically up to one day. <b>Financial:</b> financial loss up to 5% of budget. <b>Reputation:</b> Isolated service user/stakeholder complaints contained within business unit/division. <b>Legal/statutory:</b> Litigation claim or find less than £5000. <b>Safety/health:</b> Minor incident including injury to one or more individuals. <b>Objectives:</b> Failure to achieve team plan objectives.
Serious (2)	<b>Service delivery/performance:</b> Service disruption 2 to 5 days. <b>Financial:</b> Financial loss up to 10% of budget. <b>Reputation:</b> Adverse local media coverage/multiple service user/stakeholder complaints. <b>Legal/statutory:</b> Litigation claimable fine between £5000 and £50,000. <b>Safety/health:</b> Significant injury or illness causing short-term disability to one or more persons. <b>Objectives:</b> Failure to achieve one or more service plan objectives.
Major (4)	<b>Service delivery/performance:</b> Service disruption > 1 - 4 weeks. <b>Financial:</b> Financial loss up to 20% of budget. <b>Reputation:</b> Adverse national media coverage 1 to 3 days. <b>Legal/statutory:</b> Litigation claimable fine between £50,000 and £500,000. <b>Safety/health:</b> Major injury or illness/disease causing long-term disability to one or more people <b>Objectives:</b> Failure to achieve a strategic plan objective.
Extreme (8)	<b>Service delivery/performance:</b> Service disruption > 4 weeks. <b>Financial:</b> Financial loss up to 35% of budget. <b>Reputation:</b> National publicity more than three days. Possible resignation leading member or chief officer. <b>Legal/statutory:</b> Multiple civil or criminal suits. Litigation claim or find in excess of £500,000. <b>Safety/health:</b> Fatality or life-threatening illness/disease (e.g. mesothelioma) to one or more persons. <b>Objectives:</b> Failure to achieve a major corporate objective.

### (C) Risk scoring grid

Likelihood	Impact				
	X	Minor (1)	Serious (2)	Major (4)	Extreme (8)
	Likely (4)	4 Green	8 Amber	16 Red	32 Red
	Possible (3)	3 Green	6 Amber	12 Amber	24 Red
	Unlikely (2)	2 Green	4 Green	8 Amber	16 Red
	Rare (1)	1 Green	2 Green	4 Green	8 Amber

### (D) Risk score definitions

RED	Urgent action required to reduce rating
AMBER	Action required to maintain or reduce rating
GREEN	Action required to maintain rating

This is an extract from the City of London Corporate Risk Management Strategy, published in May 2014.

Contact the Corporate Risk Advisor for further information. Ext 1297

October 2015

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**BHE Risks to be considered by the CITY BRIDGE TRUST COMMITTEE**

Risk No.	Risk (Short description)	Risk Owner	Committee	Existing Controls	Current Risk				Planned Actions	Target Risk		
					Likelihood	Impact	Rating	Direction		Likelihood	Impact	Rating
Grants												
1	Financial loss through fraud or theft.	Chief Grants Officer	The City Bridge Trust	Rigorous grants assessment and grants management systems. Comprehensive checks and balances before payments authorised. Regular internal and external audits (e.g. Due Diligence Review by Internal Audit completed January 2017 which confirmed the Trust has robust controls in place).	Rare	Serious	Green 2	↔	Continue with current course of action	Rare	Serious	Green 2
2	Grant not used for its intended purpose	Chief Grants Officer	The City Bridge Trust	Rigorous grants management and monitoring systems are in place which would pick up if a grant was being used for a different purpose. Terms & conditions of grant are clear that the grant may only be used for its intended purpose and they also state that the organisation may receive an unannounced during the life of the grant, and a programme of such visits is undertaken each year. The Trust has considered the risk that a funded organisation has a safeguarding breach. It is developing its safeguarding policy in line with Charity Commission guidance and using the expertise of the CoLC's Children's and Community Services and training for staff and Committee Members will take place before September 2018.The Trust operates an open and transparent grant assessment and decision-making process. It works closely with City of London's Communication Department in delivering a shared communications strategy (recently enhanced by more	Possible	Minor	Green 3	↔	Continue with current course of action	Possible	Minor	Green 3
3	Negative publicity and damage to the City of London Corporation's reputation.	Chief Grants Officer	The City Bridge Trust	Gifts is currently running from one of the Agilisys data centres located at Welwyn Garden City, which is more resilient than the original servers at the Guildhall. If the Agilisys data centres fail then the service will be resumed within 6 hours. Backups are stored there initially and then moved to Hammersmith. The Gifts database is backed up daily and the previous two days can be recovered. The IT Transformation Programme has greatly improved the stability and reliability of the systems used. It	Rare	Serious	Green 2	↔	Continue with current course of action	Rare	Serious	Green 2
4	Major failure in IS systems leading to significant disruption to business: in particular, the Gifts grants management database and potential financial or reputational loss.	Chief Grants Officer	The City Bridge Trust		Possible	Minor	Green 3	↔	Continue with current course of action	Possible	Minor	Green 3

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<b>Committees</b>	<b>Dated:</b>
City Bridge Trust (CBT) Committee – For decision Policy and Resources Committee – For decision Court of Common Council – For information	2 <sup>nd</sup> May 2018
<b>Subject:</b> Philanthropy Strategy	<b>Public</b>
<b>Report of:</b> Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Decision</b>
<b>Report author:</b> Fiona Rawes, Head of Philanthropy Strategy	

## Summary

This paper provides:

- the draft Philanthropy Strategy for your consideration and approval together with the underpinning rationale. Cognisant of the Bridge House Estates' charitable funding strategy (2018-2023), Bridging Divides, and the City of London Corporation (CoLC)'s Corporate Plan (2018-2023), the recommendations are that we should focus CoLC and CBT's combined efforts. By role-modelling, supporting and amplifying higher impact and/or higher value philanthropy to enable individuals and communities will thrive, especially those experiencing disadvantage and marginalisation.
- Details of proposed next steps, in particular the development of a subsequent implementation plan.

## Recommendations

Members are asked to:

- a) Approve the strategy set out in the 'Proposals' section (with a summary set out in Appendix 4)
- b) Review the proposed next steps set out in Paragraph 19 and provide your feedback on the proposals outlined, including how you would like to engage with/be updated on progress with these in the coming weeks.

## **Main Report**

### **Background**

1. At your September 2015 meeting, a report was presented setting out the broad range of philanthropic activities supported by CBT to encourage more philanthropy (the giving of time, money, talent and other assets).
2. As a result of the report, you resolved to commission an independent review to look at the effectiveness of the various strands of work supported by CBT and to make recommendations for CBT's future strategic direction in this arena.
3. Rocket Science were therefore commissioned to undertake this review and the CBT Committee reviewed the recommendations of their final report in July 2016. These included a recommendation to appoint a Head of Philanthropy Strategy to develop and deliver a new, joint philanthropy strategy for CoLC and CBT.
4. In October 2017, Fiona Rawes joined as the Head of Philanthropy Strategy and initiated a strategic review: this drew on the Rocket Science findings alongside further internal and external consultation, and analysis of our operating context.
5. These have created the foundations for this Philanthropy<sup>1</sup> Strategy set out below.

### **Current Position**

1. CoLC and its associated charities enjoy a proud track record of philanthropy, donating around £55 million p.a.<sup>2</sup> to charitable causes of which c.£20 million p.a. is given through CBT. Appendix 1 sets out more detail.
2. The need to encourage more philanthropic giving is perhaps greater now than it has been for some time. In the context of Brexit, a shrinking state and significant public sector funding cuts, there is much uncertainty about what the future holds for London and the UK, and the organisation and funding of civil society within it. Appendix 2 provides more detail on our external context.
3. Detailed consultation has been undertaken with
  - a range of senior external stakeholders<sup>3</sup>

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<sup>1</sup> The giving of money, time, talent and other assets.

<sup>2</sup> CoLC Responsible Business Survey Key Findings and Recommendations B Lab UK 31<sup>st</sup> March 2017

<sup>3</sup> \*Esmee Fairburn, Big Lottery, Charities Aid Foundation, Association of Trusts and Charitable Foundations, Centre for London, The Mayor's Fund, The Mayor's Philanthropy Strategy team, Harvey McGrath, Matthew Bowcock, The Philanthropy Collaborative, the Marshall Institute for Philanthropy, Trust for London, Islington

- Members and Senior Officers including the Chief Officers' Group and the Summit Group.
  - Key internal teams and associated charities (Heart of the City and the Lord Mayor's Appeal).
4. The detailed findings from the external consultation are set out in Appendix 3. They reveal some common themes around the unique positioning of CoLC and its associated charities, the need for greater alignment and coherence across the different workstreams and asks, and the scope for strategic partnerships – whether with independent funders or with businesses - around key issues and localities. This feedback also echoes the findings of the more comprehensive review undertaken by Rocket Science in 2016.
  5. Your Head of Philanthropy Strategy used this external feedback to generate a first draft of the proposed strategy which was then tested with key internal teams and partner charities. Common themes from the feedback were as follows:
    - Ensuring that the strategy has an inspiring and aspirational Vision and Mission
    - Ensuring that the outcomes underpinning the Vision and Mission are tangible and measurable and that any gains/deficits emerging are clearly attributable to our engagement
    - Striking an appropriate balance between the need to be pioneering with identifying and building on what works
    - Recognising the assets and value of civil society organisations, not least in the management of volunteer time and skills
    - Framing potential relationships between businesses, government and civil society as highly mutually reinforcing
    - Being sensitive to the power imbalance which can exist between philanthropists and recipients and designing a strategy which addresses this robustly.
    - Being sensitive, in the field of social mobility, to the imbalance in the social mobility benefits for people in London vs the rest of the UK and ensuring that CoLC/CBT partner effectively to contribute to a national uplift.
  6. Questions were also raised by internal teams around the governance of this strategy, not least the impact for associated charities such as Heart of the City and The Lord Mayor's Appeal (TLMA) who have separate boards, priorities and fundraising imperatives.
  7. Finally, there was useful debate on the value in promoting philanthropy regardless of what it focused on (ie 'cause agnostic') vs promoting philanthropy with a clear social purpose, with a strong preference in favour of the latter.

## Proposals

8. A one page summary of the strategy is set out in Appendix 4.
9. **Scope of the strategy:** given this feedback, we have an exciting opportunity to develop an overarching strategy which binds the relevant elements of CoLC's corporate plan with CBT's "Bridging Divides" strategy and aligns much more explicitly with those of related charities such as TLMA and Heart of the City.
10. It is proposed that **the term of this Philanthropy strategy** should align with that of the Corporate Plan and the 'Bridging Divides' Strategy ie from the point of approval in 2018 to March 2023.
11. **The vision for the Philanthropy Strategy** is that, as a result of higher impact and higher value philanthropy, individuals and communities thrive, especially those experiencing disadvantage and marginalisation. This speaks to the vision<sup>4</sup> and mission<sup>5</sup> of Bridging Divides as well as resonating with the Corporate Plan<sup>6</sup>
12. **The mission for the Philanthropy Strategy** is that CoLC and CBT contribute to higher impact and higher value Philanthropy through our role modelling in London and our collaborations and awareness-raising in the UK and internationally.
13. In order to deliver on this mission, the proposed focus is on **3 strategic outcomes:**
  - 13.1 CoLC and CBT role model high impact philanthropy contributing to a reduction in inequality and/or an increase in social mobility.
  - 13.2 Higher impact and/or higher value philanthropy is generated from others as a result of CoLC and CBTs' support for the philanthropic ecosystem; and
  - 13.3 Key audiences are better equipped to support and inspire higher impact and/or higher value philanthropy as a result of CoLC and CBT's awareness-raising activities to promote it.

Each of these strategic outcomes, and the supporting workstreams, are explored in more detail below.

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<sup>4</sup> 'for London to be a city where all individuals and communities can thrive, especially those experiencing disadvantage and marginalisation, by removing the the challenges and barriers they experience'

<sup>5</sup> 'to reduce inequality and foster more cohesive communities by using all of our assets and resources, monetary and otherwise, in pursuit of a London that serves everyone.'

<sup>6</sup>Relevant Corporate Plan outcomes

- People have equal opportunities to enrich their lives and reach their full potential (outcome 3)
- Communities are cohesive and have the facilities they need (outcome 4)
- Businesses are trusted and are socially and environmentally responsible (outcome 5)
- We inspire excellence, enterprise, creativity and collaboration (outcome 10)



**14. First strategic outcome: CoLC and CBT role model high impact philanthropy: in particular, contributing to a reduction in inequality and/or an increase in social mobility.**

This is where the vast majority of the effort and resourcing of this strategy will lie. A key focus will be the successful implementation of CBT's Bridging Divides Strategy, potentially supported by increased investment in charitable funding from the underlying asset base, and increased support from across CoLC (Bridging Divides drawing more deeply on the non-monetary skills and resources of CoLC).

However this outcome is also focused on the CoLC role modelling high impact philanthropy itself, beyond the CBT relationship for example in the way in the way that it gives other money both through the Central Grants Programme and directly to other charities; through the Benefits in Kind<sup>7</sup> it gives; and through its corporate volunteering programme. The philanthropy strategy is also pertinent to the a range of<sup>8</sup> other CoLC strategies

The supporting workstreams are as follows:

- 14.1 Both CBT and CoLC will role model high impact philanthropy in their respective philanthropic portfolios (see Appendix 1 for more detail on the CoLC portfolio), ensuring that all their philanthropy is compliant, efficient, impactful, and strategically aligned. Both entities will focus on ways of improving data capture, and sharing due diligence and impact analysis .
- 14.2 Within the funding parameters of Bridging Divides, CBT will explore its potential to deepen its engagement with improving Social Mobility, and link this to other work across the CoLC which reinforces the Social Mobility agenda through our schools, communities and business stakeholders.
- 14.3 CoLC will support the CBT team to successfully implement Bridging Divides across a spectrum of volume grant-making, social investments and high value strategic investments. More specifically, CoLC will fully harness its own expertise, assets, networks and associated charities in support of the Bridging Divides Strategy (the 'total assets' approach), exploring the scope for greater streamlining, co-ordination and efficiencies in the process.

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<sup>7</sup> a) Abatement of a full commercial rent;

b) Abatement of a fee or charge for services provided; or

c) The provision of goods or services to a third party at either a nil or reduced charge by the City of London Corporation. This is to include Officer volunteering time and general support and the provision of advice or guidance to external bodies/charities

<sup>8</sup> its Benefits in Kind Strategy; and aspects of its Social Mobility Strategy, Responsible Business Strategy, Investment Strategies and other relevant strategies. There is a distinction clearly between what work streams this strategy will & should influence and which workstreams are directly overseen by the Head of Philanthropy Strategy

**15. Second strategic outcome: higher impact and/or higher value philanthropy is generated from others as a result of CoLC and CBT's support for the philanthropic infrastructure**

We also want to capitalise on our assets, expertise and networks to drive an increase in the quality and value of philanthropy being generated across London and the UK to enable individuals and communities to thrive. With this in mind;

- 15.1 We will explore opportunities to foster greater collaboration across philanthropic funders and umbrella bodies, social investors and broader business and government stakeholders through on or offline convening and action.
- 15.2 We will invest in the most impactful of our existing partnerships which are focused on increasing Philanthropy. We will also scope and develop new partnerships to inspire people from a range of demographic backgrounds and/or localities to give more time, money, assets and skills.
- 15.3 We will become more systematic in understanding what our Philanthropy has leveraged for our partners.

**16. Third Strategic outcome: higher impact and/or higher value philanthropy is celebrated and key audiences are better equipped to generate philanthropic excellence as a result of CoLC and CBT's awareness-raising activities**

In order to highlight the augmented importance of philanthropy to enable a positive impact for individuals and communities, we will improve understanding and awareness of what drives effective philanthropy by developing/contributing to/sponsoring/hosting awards, conferences and other thought-leadership events or researching/producing/ contributing to publications and learning exchanges in London, the UK and internationally.

**Corporate & Strategic Implications**

17. The strategy will directly support CoLC's Corporate Aim to contribute to a flourishing society. It will contribute to the following outcomes within the Corporate Plan:

- People have equal opportunities to enrich their lives and reach their full potential (outcome 3)
- Communities are cohesive and have the facilities they need (outcome 4)
- Businesses are trusted and are socially and environmentally responsible (outcome 5)
- We inspire excellence, enterprise, creativity and collaboration (outcome 10)

The strategy will also support CBT's Vision for London to be a city where individuals and communities, especially those experiencing disadvantage and marginalisation, can thrive by removing the challenges and barriers that they experience.

## Implications

### 18. Risks and mitigations

The risks and mitigations in relation to this draft strategy are summarised below. It should be noted that the operational and reputational risks already captured through the CBT contribution to the central risk register<sup>9</sup> are also relevant.

Risks	Mitigations
Competing senior level agendas re how CoLC's philanthropic money or that of the charities to which it is trustee should be spent, and what is meant by "high impact" philanthropy.	<p>Apply the usual CoLC and Bridge House Estates governance and approval processes to ensure appropriate checks and balances in place.</p> <p>Ensure any revisions to the CBT strategic initiatives' funding criteria are mindful of this strategy.</p> <p>Secure agreement to using these criteria (or an adapted version of them) to inform decision making around broader philanthropic investments across the CoLC</p>
Safeguarding risks when implementing the CoLC volunteering strategy and funding other organisations.	<p>Drawing on the expertise of DCCS, ensure the CoLC and CBT's safeguarding policies and procedures are implemented and that all volunteer safeguarding processes are fit for purpose</p>
Lack of engagement and resourcing for CoLC colleagues to undertake the measurement required to track the impact of this strategy eg volunteering inputs, philanthropic impact and spend etc.	<p>Engagement of summit group and chief officers group in the development of the implementation plan for this strategy and, through them, their teams to ensure implementation proposals are feasible.</p> <p>Work with the CoLC Strategy team and the CBT Head of Impact and Learning to ensure measurement is co-ordinated and aligned.</p>
Lack of alignment with related charities eg those supported by the Central Grants Programme, TLMA, Heart of the City, results in mixed messaging to external audiences re what constitutes excellent philanthropy .	<p>Engagement with the relevant boards of these charities to ensure alignment with this strategy.</p> <p>Monthly round table with EDO, CBT, HotC and TLMA to ensure alignment around strategy and associated plans.</p> <p>Development/refinement of a coherent philanthropy communications narrative and key messages for target audiences supported by the relevant CoLC and CBT communications leads.</p>

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<sup>9</sup> <H:\WP\JENNY\CoL Business\Risk Management\BHE Risk Register Report to CBT - 2016-17 JF-DF-KA amends.docx>  
<H:\WP\JENNY\CoL Business\Risk Management\Copy of BHE risk register to CBT 2016-17.xlsx>

#### 19. Next steps:

Subject to approval of the strategic proposals outlined above, your officers will then focus on developing and consulting internally on a detailed implementation plan which will address the following:

- Governance for this cross-cutting strategy
- The changes required to implement the strategy and what will stay the same
- Core actions to deliver beneath the workstreams outlined above
- How we will measure our impact and track our progress
- The key triggers to reformulate the strategy
- How we will communicate the work and impact of this strategy internally and externally
- Resources including any legal / property / HR implications

20. The intention would be to bring this plan to the CBT committee for approval in September 2018 and to the Policy and Resources committee for approval in October 2018.

#### Conclusion

21. We have a pivotal opportunity to build on our significant and longstanding track record of philanthropy to ensure, through the execution of this strategy, that we are playing a leadership role in ensuring both that our own philanthropy, and that which we support and inspire in London, the UK and internationally, achieves a greater impact in enabling individuals and communities, especially those experiencing disadvantage and marginalisation, to thrive.

#### Appendices

- Appendix 1 – Philanthropy currently undertaken by CoLC and its associated charities
- Appendix 2 - External context
- Appendix 3 - Key findings from internal and external consultation.
- Appendix 4 - The Strategy on one page

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## **Appendix 1 to City Bridge Trust Philanthropy Strategy Report of 02.05.2018 : Philanthropy currently undertaken by the CoLC and its associated charities**

1. CoLC is very active in the philanthropic space and has excellent foundations from which to build. It gives away, directly or through its related charities, some £55m p.a to support culture, education and social change in London, and encourages staff to volunteer. It has also recently developed a volunteering strategy to enable employees and City residents to volunteer their time and skills in support of CBT grantees and its own programmes, with a view to implementing this strategy in late 2018.
2. Beyond its giving commitments, the CoLC also actively solicits philanthropy around a range of projects and initiatives. Fundraising is undertaken by some individual Departments.
3. The CoLC also provides advice and encouragement around corporate philanthropy through the Responsible Business team in the Economic Development Office ('EDO'), albeit as a minor part of a much broader, and evolving, responsible business agenda focused on enterprise, employability and trust. EDO's research team also lead research into philanthropy including qualitative and quantitative research currently underway into giving by the Financial and Professional Services sector.
4. A range of charities who are hosted by, and enjoy a close association with, CoLC are also active in this space. CoLC is the Corporate Trustee of Bridge House Estates ('BHE').
  - Its charitable funding arm City Bridge Trust ('CBT') is the largest independent funder in London. It gives around £20m p.a, with grants to over 500 organisations in management at any one time, spanning every London Borough.
  - CBT also manages BHE's £20m social investment fund, achieving a social as well as a financial return.
  - CBT also runs the Central Grants Programme which ensures robust governance of the City of London's other grant making functions. The Programme currently funds around 50 charities to the tune of c£500,000 (which is likely to increase to around £800,000 this year).
5. CBT has launched its five year strategy 'Bridging Divides' for 2018-2023 following extensive consultation with civil society organisations across London. A preliminary analysis of the underlying asset base of BHE suggests there is scope to increase the value of its charitable funding, with the value and legality of the potential uplift currently being assessed.
6. Heart of the City is an independent charity hosted in EDO with the Lord Mayor as its co-president. It has a strong reputation as the convenor of the largest SME Responsible Business Network in the UK, and provides advice and guidance on corporate giving, staff fundraising and volunteering as part of this broader responsible business agenda, supported by c.90 expert businesses.

7. The Lord Mayor's Appeal ('TLMA') is an independent charity which fundraises a significant sum each year for nominated charities and also has a growing range of campaigns to raise awareness and change corporate behaviour around its four pillars (inclusiveness, health, skills and fairness). City Giving day is a notable addition to the philanthropic mix and TLMA have recently secured the agreement of Birmingham City Council to pilot an equivalent day locally on the same date.
8. Cultural partners such as the Barbican, Museum of London, Guildhall School of Music and Drama and the London Symphony Orchestra also undertake significant fundraising and encourage volunteering, with this fundraising activity only set to increase. The CoLC's independent schools also have strong fundraising functions to generate bursaries, building improvements etc.
9. The Livery give away c£45m p.a. and are involved in extensive volunteering, generating an impressive contribution to the overall total of giving across the City.
10. The strong traditions and current practices of giving across the City and Livery Companies are amplified in speeches, press work and broader messaging undertaken by the Chairman of Policy and Resources, the Lord Mayor and the Chairman of the City Bridge Trust.
11. In summary, there is a broad portfolio of philanthropic activity across the CoLC and its associated charities whether focused on the giving of money/time/talent/assets, advising on what good philanthropy looks like as part of a broader responsible business portfolio, or actively soliciting philanthropy. A more detailed snapshot is set out on the next page.

## CoLC philanthropic activity

Giving by the CoLC /its associated charities	SUPPORTING THEIR STAKEHOLDERS TO GIVE
<b>Giving of money</b> <ul style="list-style-type: none"> <li>Academy Sponsorship</li> <li>Bursaries to our private schools</li> <li>Funding for Heart of the City</li> <li>Cultural investment e.g. Barbican, Guildhall School of Music and Drama, Museum of London etc</li> <li>Emergency relief donations</li> <li>CBT grants programme</li> <li>CBT Social investment programme</li> <li>Central grants programme</li> <li>Gifts to nominated charities from The Lord Mayor's Appeal</li> <li>Livery Giving</li> </ul>	<b>Technical advice and support for business around Philanthropy</b> <ul style="list-style-type: none"> <li>London's Giving</li> <li>Heart of the City Advice and support to business around effective Community Engagement (including giving, fundraising and volunteering)</li> </ul> <p>[Additional advice and support around the broader responsible business agenda eg</p> <ul style="list-style-type: none"> <li>Power of Diversity</li> <li>This is me</li> <li>Future ready]</li> </ul>
<b>Giving of money, time and talent to not for profit orgs</b> <ul style="list-style-type: none"> <li>Staff Volunteering with our schools, libraries, open spaces etc</li> <li>Staff volunteering in support of Funder Plus for CBT grantees</li> <li>Staff volunteering for non COLC-brokered causes</li> <li>Staff payroll giving</li> <li>Staff fundraising</li> </ul>	<b>Supporting Business/others to volunteer</b> <ul style="list-style-type: none"> <li>Support for City residents to volunteer with CoLC/CBT charities</li> <li>Support for other volunteering brokers e.g. ELBA, City Brokerage, Beyond Me, Pro-finda etc</li> </ul>
<b>CoLC in kind support to not for profit orgs</b> <ul style="list-style-type: none"> <li>Office space</li> <li>Back office support eg HR/IT/Finance</li> <li>Events space, shared platforms etc</li> </ul>	<b>Amplifying Giving</b> <ul style="list-style-type: none"> <li>Speeches, press and broader messaging from LM, CPR, Chairman/Director CBT,</li> <li>Dragon Awards (as part of the broader Responsible Business agenda)</li> <li>Beacon Awards</li> <li>City Giving Day</li> <li>Qualitative and quantitative research of FPS giving</li> </ul>
<b>CoLC fundraising</b> <ul style="list-style-type: none"> <li>Open Spaces</li> <li>DBE</li> </ul>	<b>Fundraising by the CoLC's associated charities</b> <ul style="list-style-type: none"> <li>The Lord Mayor's Appeal</li> <li>Cultural offer - Barbican, Guildhall School of Music and Drama Centre for Music, Museum of London etc</li> <li>Heart of the City membership fee and broader fundraising</li> <li>School fundraising</li> </ul>

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## **Appendix 2 to City Bridge Trust Philanthropy Strategy Report of 02.05.2018 : External context**

1. The last few years have been a time of considerable reputational challenge for charities. Intensive news coverage of governance shortcomings (Kid's Company), data protection and fundraising (the misreported story relating to Olive Cooke) and inappropriate behaviour (The President's Club/Oxfam/Save the Children) continue to reverberate. Questions have been raised around the impartiality/effectiveness both of the Charity Commission and the umbrella bodies for the sector, and public trust in charities has been compromised. Measures such as the reinforced Data Protection provisions have been put in place to help address some of these issues.
2. Charities need to demonstrate impeccable governance, conduct, programming and impact measurement if they are to maximise their potential to attract significant philanthropy. Many powerful commentators exhort improved collaboration between charities; a challenge which is played back to funders who often fail to demonstrate sufficient collaboration and alignment around their funding processes, choices and learning.
3. These challenges for the sector come at a time when its work has never been more necessary: there is continuing uncertainty around our economic outlook and the retrenchment of public funding in an age of austerity has led to increasing demand for charitable services.
4. In London, the picture is of increasing inequality<sup>i</sup>. Figures from the London Poverty Profile show that 50 per cent of London's wealth is owned by the richest 10 per cent of households, while the bottom 50 per cent own just 5 per cent.<sup>ii</sup> After housing costs, 27 per cent of Londoners live in poverty, a figure six percentage points higher than the rest of England. In two East London wards – Bethnal Green, Poplar and Limehouse – more than half of children now live in poverty.<sup>iii</sup>
5. Though much of the breadth of need in London can be framed in terms of either poverty, inequality or housing, these factors are often inseparably linked. In particular, changes in the nature of employment and an increase in the cost of housing have resulted in a stark rise in the number of households experiencing in-work poverty. For many Londoners, employment is no longer a guarantee of financial security, with in-work poverty rising by 50 per cent over the past decade. Today, 58 per cent of Londoners in poverty live in a working family
6. Notwithstanding these challenges, by comparison to the rest of the country, London enjoys significant opportunities. Following the Second World War, in which its population and its economy shrank, London has re-established itself as perhaps the world's leading global capital – an economic, but also a cultural and intellectual super-power, attracting migrants, visitors and investors from the UK and around the world. The capital now generates around a quarter of the UK's wealth and closer to a third of its tax takes.

Much of the UK's 'soft power' – its influence around the world – is exercised through London. And its wealth, cosmopolitanism, youth and creative vitality can make it a very exciting place to live and visit.

7. But if London's success has brought benefits, it has also brought great challenges. The capital has long played an outsized role in the economic and cultural life of the UK, but perhaps never more so than today - the vote for Brexit has widely be interpreted as at least in part a vote against London's increased dominance.
8. Within this context, the need for "intelligent" Philanthropy is acute and yet in some senses the Philanthropic Market is disfunctional, with many donors responding to strong and popular causes rather than the programmatic and funding 'cold spots' whether in London or further afield. Whilst there are heartening new initiatives which are driving greater co-ordination and transparency across the Philanthropic market, there is a perennial challenge in persuading Philanthropists to balance head with heart, and to ensure they have the data to enable them to do so..
9. According to CAF's UK Giving 2018, Philanthropy has slightly increased as a result of fewer donors giving more notwithstanding an increasing range of thoughtful and creative approaches – often harnessing technological advances and the big data revolution - to attract, retain and develop philanthropists across a range of ages and demographics.

#### What do we anticipate from other players?

1. There is research currently underway into the state of Philanthropy in London (Centre for London) as well as CoLC's own research into the quantum of giving across FPS, and qualitative research undertaken for CoLC by Corporate Citizenship around the drivers and constraints on Corporate Philanthropy across Financial and Professional Services nationally. CAF produce an annual report into UK Giving, and NCVO produce their annual almanac providing facts and figures nationally on the voluntary sector including income from individuals, the financial relationship with government, assets and loans.
2. The GLA has commissioned Rocket Science to undertake a Philanthropy Review to be concluded in late June looking at the GLA's role in supporting and encouraging philanthropy in the capital which will include a strategic review of current GLA programmes and key stakeholder engagement with a view to producing a handful of practical and achievable actions for the GLA and Mayor to consider in relation to enabling effective giving in London.
3. City businesses continue to look for artful collaborations to leverage their Philanthropy. Recognising the deep divide between London and the UK encompassed in the Brexit vote, and wanting to play their part in supporting more disenfranchised communities outside London, leading businesses have

expressed appetite to partner with CoLC and other strategic partners eg Big Lottery on initiatives with a national footprint.

4. A range of different initiatives are targeting different demographics with thoughtful approaches and we are linked in to many of them.
  - The Philanthropy Collaborative is a new initiative pioneered by philanthropist Matthew Bowcock to drive a step change in giving in Ultra High Net Worth Individuals. It is an impeccably researched, peer-led approach and Matthew is working closely with us to help develop workstreams and engagement.
  - CBT is a leading contributor to London's Giving which is a more grassroots approach intent on ensuring engagement across the demographic range with people taking ownership of local issues of their choosing in close collaboration with Local Authorities, businesses and charities.
  - CBT is also supporting a range of attempts to engage millennials, using new technologies and approaches to harness their desire to add value. It is also funding infrastructure organisations to support volunteer management etc, building capacity and expertise of the sector to ensure the experience of the volunteers is positive.
5. We have strong links with NCVO, the Cass Centre for Charity Effectiveness, and are linked into the Marshall Institute for Philanthropy and Social Entrepreneurs, all of which will be useful partners to help provide thought leadership and research support.

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<sup>i</sup> Travers, Bosetti, Sims, Housing and Inequality, Centre for London

<sup>ii</sup> Trust for London, London Poverty Profile, 2017

<sup>iii</sup> <http://www.endchildpoverty.org.uk/more-than-half-of-children-now-living-in-poverty-in-some-parts-of-the-uk/>

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### **Appendix 3 to City Bridge Trust Philanthropy Strategy Report of 02.05.2018: Key findings from external consultation.**

1. Whilst we have much to be proud of in terms of the breadth and depth of the philanthropy taking place across CoLC and its associated charities, we are not currently maximising its potential. We are not fully realising the potential of our unique position as a convenor of civil society, governmental and business contacts. Furthermore there is insufficient collaboration and alignment across our fundraising, advice and giving with a result that our impact, stakeholder relationships and the story we have to tell are compromised.
2. Consultation with a range of senior external stakeholders<sup>1</sup> reveals some common themes around the unique positioning of the City of London Corporation and its associated charities, the need for greater alignment and coherence across the different campaigns and asks, and the scope for strategic partnerships – whether with independent funders or with businesses – around key issues and localities. This feedback also echoes the findings of the more comprehensive review undertaken by Rocket Science in 2016 which led to the appointment of the Head of the Philanthropy Strategy and this ensuing work.

More specifically, the feedback highlights:

3. Recognition of the unique stakeholder reach enjoyed across business, HMG and Civil Society by CoLC, and the scope to harness these cross-sectoral partners intelligently around the philanthropic agenda at a time of increasing need.
4. The respect CBT commands in the independent giving sector, and the legitimacy of its strategic priorities as a result of the quality and depth of consultation with Civil Society partners to underpin the development of its Bridging Divides Strategy. Interestingly, CBT is less well known across the Business Community, notwithstanding its deep insight into, and experience in tackling, social inequality across London.
5. The greatest potential growth in philanthropic value would come from targeting Ultra High Net Worth givers ('UHNWs') eg if current giving levels were trebled from just 0.06% of net wealth to 0.19% of net wealth from this community, an increase of £2 billion<sup>2</sup> would be generated. Accessing and influencing UHNWs is notoriously difficult however.
6. There is potential to convince private wealth advisors (i.e. lawyers, accountants, investment advisors) about the need for more proficient

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<sup>1</sup> \*Esmée Fairbairn, Big Lottery Fund, Charities Aid Foundation, Association of Charitable Foundations, Centre for London, The Mayor's Fund, The Mayor's Philanthropy Strategy team, Harvey McGrath, Matthew Bowcock, The Philanthropy Collaborative, the Marshall Institute for Philanthropy, Trust for London, Islington Giving, London's Giving, UBS, Linklaters, Bloomberg and City Responsible Business Network (the City Network Group).

<sup>2</sup> Matthew Bowcock: the Philanthropy Collaborative

philanthropy advice and to educate them about the due diligence surrounding CBT grantees. However this will depend on their willingness to engage (and the commercial imperatives to incentivise them to do so).

7. CBT could further reinforce its influence with philanthropic wealth advisors by growing its expertise in social investment and the spectrum of engagement from traditional philanthropy to more market led solutions.
8. There is clear support for the Mayoralty, recognition of their convening power, and acknowledgement of the impressive oxygen TLMA has generated around key issues eg diversity and mental health. There is also clear appreciation of the 3year continuum approach, rather than the annual cycle of individual charity promotions which preceded it.
9. Businesses report on a lack of coherence around the 'offer' from CoLC and its associated charities in the responsible business space with myriad different campaigns and requests of varying quality and impact. Whilst CoLC and its associated charities have distinct identities, businesses experience our output as part of the same portfolio, albeit with discrete component parts, and are thirsty for more coherence, co-ordination and quality.
10. CoLC's convening power and political neutrality is perceived as very useful for businesses, and CBT enjoys significant convening power as a leading funder of London's charities. There is therefore scope both for CoLC and CBT to play a leadership role around cross-sector programmes eg major investment around a particular theme/locality with matched funding from key businesses and other trusts and foundations. However the CoLC would need to ensure real differentiation in such proposals to those posited by its associated charities, in order to avoid competing with/cannibalising them.

**Vision:** as a result of higher impact and higher value Philanthropy, Individuals and Communities thrive, especially those experiencing disadvantage and marginalisation.

**Mission:** the CoLC and CBT contribute to higher impact and higher value Philanthropy through our role modelling in London and our collaboration and awareness-raising in the UK and internationally.

### Pillar 1: Role modelling

CoLC and CBT role model high impact philanthropy contributing to a reduction in inequality and/or an increase in social mobility

### 2: Collaboration

Higher impact and/or higher value philanthropy is generated from others as a result of CoLC and CBT's support for the philanthropic infrastructure

### 3: Awareness-raising

Key audiences are better equipped to generate higher impact and/or higher value philanthropy as a result of CoLC and CBT's awareness-raising activities about it

### Workstreams

1. CoLC and CBT ensure their philanthropy is compliant, efficient, impactful and strategically aligned
2. CBT and CoLC test how their philanthropic engagement reinforces Social Mobility
3. CoLC fully harnesses its own expertise, assets, networks and those of its associated charities in support of Bridging Divides.

### Workstreams

4. Greater collaboration through on and offline convening and action
5. Philanthropic infrastructure partnerships funded and new ones scoped
6. Build understanding of what our philanthropy has leveraged.

### Workstreams

7. Understanding of what drives effective philanthropy increased and amplified through convening, research, thought leadership etc.

Philanthropic focus: reducing inequality and increasing social mobility

Cause - agnostic

London focused

London and national focus

London, national and international focus

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<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	2 <sup>nd</sup> May 2018
<b>Subject:</b> Safeguarding requirements for grantees and the Trust	<b>Public</b>
<b>Report of:</b> Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Decision</b>
<b>Report author:</b> Ciaran Rafferty, Principal Grants Officer	

## Summary

This report sets out the Charity Commission's guidance on safeguarding for charities and funders. It summarises the Trust's current policy and practice and seeks your approval to implement improvements: these draw on the expertise of colleagues in the City of London Corporation's Children & Family Services Department and a cohort of funders (including the Trust) who have been working together to improve their safeguarding policies and practices.

## Recommendations

Members are asked to:

- a) Note the report.
- b) Agree the processes as outlined in paragraphs 10 -15 below.
- c) Instruct officers to arrange appropriate training for staff and Members to take place within the next three months
- d) Continue to work closely with other funders to ensure that the Trust's approach to this issue is consistent, compliant and supportive of the sector's needs.

## Main Report

### Background

1. All organisations should provide a safe and trusted environment for anyone who comes into contact with them, including staff and volunteers. If something goes wrong within a charitable organisation the Trustees/Directors of that organisation are accountable and responsible for putting things right. The Charity Commission published an alert in December 2017 which reminded charities of the importance of:

- providing a safe and trusted environment which safeguards anyone who comes into contact with it including beneficiaries, staff and volunteers
- setting an organisational culture that prioritises safeguarding, so that it is safe for those affected to come forward and report incidents and concerns with the assurance they will be handled sensitively and properly
- having adequate safeguarding policies, procedures and measures to protect people
- providing clarity as to how incidents and allegations will be handled should they arise, including reporting to the relevant authorities, such as the Commission.

2. And that:

- trustee duties include avoiding exposing the charity's assets, beneficiaries or reputation to undue risk - this means taking reasonable steps to protect beneficiaries, employees and volunteers from harm
- on occasion, charities may be targeted by people who abuse their position and privileges to gain access to vulnerable people or their records for inappropriate or illegal purposes - trustees must be alert to this risk and the need to manage it
- safeguarding goes beyond preventing physical abuse, and includes protecting people from harm generally, including neglect, emotional abuse, exploitation, radicalisation, and the consequences of the misuse of personal data.

### **Current Position**

3. The advice given by the Charity Commission to charities (and which is applicable to all organisations funded by the Trust as it reflects requirements arising from a legal framework which includes: Children Acts 1989 and 2004; and Care Act 2014) is that Trustees/Directors need to:

- know their duties and responsibilities – under charity law but also under other specific statutory duties or guidance which apply because of the type of work the charity undertakes
- ensure adequate measures are in place to assess and address safeguarding risks
- put in place adequate safeguarding policies and procedures, including relevant HR matters, appropriate for the charity's particular circumstances and which reflect both the law and best practice. Organisations should also have a whistleblowing policy
- make sure the charity's policies and procedures are effectively applied in practice
- ensure there are mechanisms in place which provide trustees with assurance about the charity's compliance with those policies and procedures
- ensure those safeguarding policies, practice, and performance are robustly and regularly reviewed to ensure they are up to date and fit for purpose
- actively promote a safe culture and strong awareness of everyone's safeguarding responsibilities in the charity
- take steps to help deter and prevent safeguarding issues from occurring

- ensure there are mechanisms in place to promptly identify and act upon emerging safeguarding trends or issues
  - ensure that serious incidents are reported to the Commission in accordance with its guidance and that safeguarding allegations, complaints or incidents are reported to other agencies in accordance with the law and best practice
4. The policy and safeguarding measures in place should be proportionate to the size of the organisation and the risks arising from its activities.

### **The role of City Bridge Trust as a funder**

5. The Charity Commission states *“Charities that fund other organisations, including overseas partners, whose activities involve contact with children or adults at risk, should carry out appropriate due diligence on the recipient body. 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.”*
6. With the implementation of Bridging Divides now is a good time to review some of the principles of how we consider applications for funding. Bridging Divides is underpinned by core values which we will expect to see in applicants and which we as an organisation will be expected to demonstrate and uphold. In this regard we will strive, as always, to assess requests for funding in ways that are fair, proportionate and supportive and by paying particularly close attention to the areas of Governance, Safeguarding, and Financial Health.
7. Currently, the Trust’s scrutiny of applicants’ safeguarding arrangements could be stronger. We ask organisations on the application form if they have a policy but we don’t always delve into the detail of it, or of their practice, during assessment. (If they said they didn’t have one we would follow up as to why not, etc and may or may not use that omission as part of the reason to decline.)
8. There is a clear need for the Trust to devise and implement a more suitable strategy for the assessment of an organisation’s safeguarding policy and practice and which gives that process no less weighting than, for example, the financial scrutiny that your officers undertake.
9. However, the wheel does not need to be reinvented on this as some funders already have effective strategies in place (such as BBC Children in Need) which can be adapted and adopted. In revising your approach to safeguarding your officer has been part of a small group of similar funders (eg Paul Hamlyn Foundation; Lloyds Bank Foundation; Henry Smith Charity) to look at how we can come to a relevant, consistent and proportionate approach on these matters. Equally, your officers have engaged with City of London colleagues (including the Director of Children & Community Services) for guidance on current best practice. The funders’ group, at the time of writing, is still in the process of determining a common, appropriate, approach and so that which is identified here (in the paragraphs below) may be amended in due course to reflect agreed good practice. Any significant amendments will be reported to your Committee.

## Proposals

10. The Trust will continue to ask, on the application form, if an organisation has a safeguarding policy and to provide a copy of it when submitting the application. Referral to the Charity Commission guidance (above) will be provided so that applicants know what is expected of them in this regard and that all organisations – not just those working with children or vulnerable adults - should have effective policies and practices.

11. The applicant's policy will be assessed in the first stage of assessment to determine whether or not it is sufficient. It is very likely that aspects of the policy will require follow-up information and/or clarification if the application goes to the next stage of assessment – ie the interview/visit stage.

12. Members will be aware that all applications which are brought to you with a recommendation for funding undergo either an assessment visit or a telephone interview. (The latter done only for smaller grants such as Access Audits or for straightforward requests for continuation funding where the officer has had a recent and ongoing grant-management relationship with the applicant organisation.) These processes will now require clarification of the applicant's safeguarding policy and practice. This will be done through a series of questions which aims to confirm whether or not:

- The organisation (and specifically its trustees/directors) is aware of its general responsibilities in relation to safeguarding – including the need to protect staff and volunteers from harm as well as beneficiaries.
- There is a designated safeguarding officer (can be a trustee) within the organisation and who has undergone level 3 training, where necessary
- Staff and volunteers have undergone Disclosure & Barring Service (DBS) checks where necessary (NB these are required only for those who are likely to be in sole contact with a vulnerable person)
- The safeguarding policy is reviewed on a regular basis (ideally annually)
- Staff, volunteers and trustees/directors have had appropriate training (including refresher training at appropriate intervals)
- There are appropriate systems in place to report and take forward any incidents
- When organisations are working in partnership there should be clear lines of responsibility

13. It may also be appropriate to determine effective policy and practice through asking specific or scenario-type questions, such as:

- i. How do you ensure your beneficiaries know about your policies, how to raise concerns and what will happen if they do?
- ii. Have you had a safeguarding incident in the past two years? If yes, please tell us about it and how you responded and what, if anything, you changed as a result?
- iii. How do you manage risks posed by web-based technology (eg if vulnerable service users have access to social media as part of the activities on offer)?

- iv. How do you plan activities to ensure beneficiaries, staff and volunteers are safe from injury or harm?
  - v. Who delivers your safeguarding training and what qualifies them to deliver this training? What does the training cover?
14. A record of all questions asked and the responses will be taken and kept on the Trust's database along with other information from the application and assessment process. When an application is brought to Committee with a recommendation for support the report will carry a statement as to whether or not safeguarding issues have been deemed satisfactory. Consideration of this aspect of an organisation's operation should also take into account that it is extremely unlikely that the Trust would be any organisation's sole funder and that other funders may have already examined its policy and practice on this matter.
15. It may well be that the safeguarding checks/assessment determine that some aspects of the organisation's policy or practice are weak or could be improved, in which case the application may not be declined but recommended for support but with a condition, or conditions. (In some instances it may be appropriate, also, to include some additional funds in the grant recommendation to cover the costs of training for example.) This is an effective mechanism for helping organisations improve, particularly where it is clear that they have a genuine desire to do the right thing. The rationale for any such approach and condition will be fully explained in the Committee report.
16. The Trust's role is to ensure as far as is reasonably possible that a grantee is aware of its responsibilities and has appropriate safeguarding mechanisms in place or is in the process of putting these in place, with or without the Trust's assistance. The Trust itself will need to have its own safeguarding policy in place which may include DBS checks for Members where these might be required.

## **Implications**

17. The Trust has been part of a cohort of funders reviewing their approach to safeguarding and devising appropriate and reasonable systems for assessing applicants' policies and practices. An increased focus on this aspect of an organisation's activity may lead to the assessment process taking a little longer than usual and/or to specific conditions being placed on a grant recommendation but these are manageable interventions and, it is expected, will lead to a better informed and more robust sector.
18. Some training for your officers – and for Committee members - will be necessary and should happen ideally within the next 3 months (officers will arrange this). Officers will ensure to be kept abreast of good practice through participation in funders' networks such as those offered by London Funders and the Association of Charitable Foundations; and through contact with colleagues in other City of London departments.
19. Building on this review of the Trust's Safeguarding policy and practice and recommended improvements, your officers are working with the Central Grants Programme to ensure the good practice is shared. Through your CGO we are

also sharing the findings with the Bridge House Estates task and finish group to ensure the broader work of the charity is cognisant of these improvements. It will also be shared with those responsible for the wider charitable activity of the City of London Corporation: building on the model of City Bridge Trust as an exemplar and repository of charitable knowledge and good practice.

## **Conclusion**

20. Good funders should strike a balance between critically assessing applications and providing support to applicants. The Trust endeavours to do this and we believe we are usually on target. The approach to Safeguarding outlined in this paper will aim to critically determine whether or not an organisation's policy and practice is fit for purpose at the time of assessment but, where it may fall short in certain areas, to offer support through measures such as conditions of grant, access to training/resources, etc – albeit without compromising our responsibility to ensure that funded organisations have appropriate systems in place.

### **Ciaran Rafferty**

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<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	2 <sup>nd</sup> May 2018
<b>Subject:</b> London Youth Quality Mark Awards scheme - amendments	<b>Public</b>
<b>Report of:</b> Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Decision</b>
<b>Report Author:</b> Ciaran Rafferty, Principal Grants Officer	

## Summary

This report proposes some amendments to your existing partnership scheme with London Youth which provides support for those youth organisations achieving the London Youth Quality Mark.

## Recommendations

Members are asked to:

- a) Note the report
- b) Agree the amendments to the London Youth Quality Mark Awards scheme as outlined in paragraphs 7,8 and 9 and summarised in Table 2.
- c) Instruct officers to bring a report to your Committee later in the year when the funds currently available for the scheme have fallen to c.£30,000 and which considers the scheme's longer-term future

## Main Report

### Background

1. The London Youth Quality Mark Award scheme was incorporated within your Investing in Londoners programmes when these were set in late 2013 and is, in effect, a partnership between the Trust and London Youth, the membership/support body for the capital's voluntary managed youth provision – currently c.400 organisations.
2. The Quality Mark is the only quality assurance scheme for youth clubs accredited by City & Guilds and, uniquely, involves young people in the assessment process. It provides youth organisations with a badge of excellence that they can show to local authorities, funders and young people to prove they are doing the most they can to transform lives. The Quality Mark is designed to be

straightforward, ideal for all kinds of community-based youth work. There are three standards – Gold, Silver and Bronze. Each Quality Mark lasts for three years, after which it needs to be renewed.

3. In July 2013 the Court of Common Council agreed, as part of the Investing in Londoners programmes, for CBT to support youth work in London by promoting and supporting the highest possible standards of service delivery by implementing a grant award scheme, in partnership with London Youth, between September 2013 and August 2016, to award funds to voluntary organisations gaining or renewing their London Youth Quality Mark at either Gold or Silver standard and to London Youth for overall administration. The current grant criteria award levels are:
  - £7,000 payable to every voluntary-managed youth organisation which gains the Gold standard for the first time;
  - £5,000 payable to every voluntary-managed youth organisation which gains the Silver standard for the first time;
  - £3,000 payable to every voluntary-managed youth organisations which renews either its Gold or Silver standard; and
  - no more than one 'reward' grant to be claimed by any organisation;
  - £500 payable to London Youth for administration of each Quality Mark awarded.
4. Initially you set aside £300,000 for the scheme to operate, which it did with great success to the point where, at your meeting in January 2017, you agreed to a further allocation of £150,000. This followed an independent review of the scheme (funded by the John Lyon's Charity and delivered by Shephard & Moyes Ltd). The review found that 71% of the Clubs taking part had no other quality mark in place, indicating that this scheme was encouraging organisations to consider quality standards who would not otherwise do so. Over half of Clubs chose to apply for the QM as a means to improve what they do; and 90% of Clubs surveyed agreed that the QM encouraged them to improve what they do.
5. The review found that the financial incentive provided by City Bridge Trust was significant in encouraging organisations to seek a Quality Mark in the first instance, and also to aim for the higher standard where possible ("*...the City Bridge funding is a big incentive, without which many would not have engaged*") One organisation was quoted as saying: "*The City Bridge funding was a big motivator and I'm not sure we would have done it without this*". At the time of writing, approximately £95,000 remains available from the total allocation to date of £450,000.

### **Current Position**

6. This has been a significant initiative to date and one which has promoted and underpinned the quality of services provided to, for and with young people accessing voluntary managed youth clubs in London. The scheme will continue beyond the closure of Investing in Londoners and at least until such time as the current allocation of funds is depleted. A report will be brought to your Committee later in the year as to whether or not further continuation of the scheme is



advised, as determined by ongoing evaluation. It is also likely, should you agree the proposal to support young Londoners as outlined in a separate report elsewhere within your non-public papers, that there will be significant opportunity for more youth organisations to access the Quality Mark.

## Proposals

7. In the meantime, however, some specific amendments to it are proposed. The chief of these is to include an Award (of £3,000) for organisations which achieve the Bronze status. Originally Bronze was excluded in order to encourage organisations to aim higher, for Silver or Gold. In reality, however, aiming for Bronze as a first step to achieving any sort of quality mark can be particularly onerous for the often smaller organisations which have nothing else in place – but it is crucially important that they do of course. This is because at this level organisations are required to review their policies and procedures around key areas such as governance and safeguarding (an area that other quality frameworks do not cover). Going through this process can be truly transformational for the organisations which pitch at this level but, as it looks at core organisational procedures and practices Bronze is often the level that, proportionally, carries the biggest workload. Offering an Award for achieving Bronze would be very helpful in encouraging those groups which are not currently engaging with the Quality Mark scheme as they don't have the capacity to achieve the higher levels of Silver or Gold. (Where they do have the capacity to aim higher, as determined by London Youth, they will continue to be encouraged to so do.)
8. The other amendment to the current scheme is to allow organisations which previously had an Award to be able to have a further, renewal, Award (of £3,000) after the original achievement of Silver or Gold. As the Awards scheme enters its fifth full year of operation there are organisations which received some support from the Trust in the past and are now in the process of renewing their Quality Mark accreditation. The heavy cuts to many youth services in recent years have made their resources scarcer. Organisations that have been able to demonstrate that they are running high quality services and achieved Silver or Gold three years ago are now facing the dilemma of whether they renew their accreditation at the higher level they achieved previously, or whether to settle for Bronze.
9. Table 1 below shows the current arrangement for the Quality Mark Awards scheme whilst Table 2 shows the proposed scheme. It is recommended that Renewal Awards are pegged at £3,000 as the renewal process is less onerous than achieving a Quality Mark for the first time.

Table 1

Quality Mark Level	First-time Award	Renewal but no previous Award given
Bronze	n/a	n/a
Silver	£5,000	£3,000
Gold	£7,000	£3,000

Table 2

<b>QM Level</b>	<b>First Award</b>	<b>Renewal but no previous Award</b>	<b>Renewal after previous Award</b>
Bronze	£3,000	£3,000	n/a
Silver	£5,000	£3,000	£3,000
Gold	£7,000	£3,000	£3,000

## Implications

10. Should you agree these amendments they will be in place for the remainder of the Quality Mark Partnership Scheme which will be determined by the availability of funds to support it. As outlined in paragraph 5 above there is currently in the region of £95,000 available for the Scheme which, on past spend, should support its operation for most of this financial year. Officers intend to bring a report to your Committee when the available funds have dropped to approximately £30,000 and which will recommend either further investment, or that the Scheme be wound down – depending on ongoing monitoring and evaluation of its value and of the wider context for this sector.

## Conclusion

11. The London Youth Quality Mark partnership scheme has been a great success to date and of great value to an increasingly under-resourced sector. The amendments to it as proposed in this report will plug gaps in the offer which have become increasingly relevant and acted as barriers to many organisations to achieving the best possible policies and practices in their work with young people in London.

### **Ciaran Rafferty**

Principal Grants Officer

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<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	2 <sup>nd</sup> May 2018
<b>Subject:</b> Grants Budget and Applications today	<b>Public</b>
<b>Report of:</b> Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Information</b>
<b>Report author:</b> Jemma Grieve Combes, Grants Officer	

## Summary

This paper summarises grant applications recommended for decision at today's meeting, and those that have been considered since your last meeting under your schemes of delegation.

## Recommendations

Members are asked to:

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

## Main report

1. 36 applications will be dealt with at today's meeting, including 17 grant recommendations for decision by Members today (see Section 17 of today's papers). 4 grants are to be noted as approved by delegated authority since your last meeting (section 18b of today's papers).

<b>Action</b>	<b>Investing in Londoners</b>	
	<b>Nº</b>	<b>£</b>
<b>Grant recommendations</b>	<b>17</b>	<b>2,766,820</b>
Approved by delegated authority up to £10,000	4	7,966
Approved by delegated authority from £10,001 - £25,000	0	0
Approved by delegated authority from £25,001 - £50,000	0	0
<b>Total</b>	<b>21</b>	<b>2,774,786</b>

2. A further 15 applications are recommended for rejection, withdrawn, or lapsed (sections 18a and 18c) of today's papers.

<b>Action</b>	<b>Investing in Londoners Nº</b>
Recommended for rejection	10
Withdrawn (to note)	4
Lapsed (to note)	1
<b>Total</b>	<b>15</b>

3. There have been 2 variations to grant awards leading to write-backs of £27,365 (see Section 18d of today's papers).
4. Table 1 shows the implications of today's recommendations against your 2018/19 grants budgets.

<b>Table 1: Overall spend against 2018/19 grants budgets</b>						
	Investing in Londoners		Anniversary Programmes		Total	
<b>Budget</b>		£		£		£
2018/19 Budget		20,000,000		0		20,000,000
2017/18 carry forward (to be agreed)		0		2,830,900		2,830,900
<b>Total budget</b>		<b>20,000,000</b>		<b>2,830,900</b>		<b>22,830,900</b>
Funding awarded in 2018/19	0		0		0	
Less 2018/19 write-backs to date*	(27,365)		0		(27,365)	
Net grant commitments 2018/19 to date		(27,365)		0		(27,365)
<b>Today's meeting</b>						
Grant spend		2,774,786		0		0
Non-grant spend**		0		0		0
<b>Net total spend</b>		<b>2,747,421</b>		<b>0</b>		<b>2,747,421</b>
Remaining budget 2018/19 after today's meeting		17,252,579		2,830,900		20,083,479

\* Write-backs (and revocations) are variations in active grants that result in amounts being returned to the Trust.

\*\* Non grant spend represents expenditure such as management costs, evaluation activity or related research that is recommended for approval but will not be awarded as a grant to another charity.

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<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	2 <sup>nd</sup> May 2018
<b>Subject:</b> Grants analysis, trends and management	<b>Public</b>
<b>Report of:</b> Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Information</b>
<b>Report author:</b> Jemma Grieve Combes, Grants Officer	

## Summary

This paper provides an update on progress against your 2018/19 grants budgets and summarises grants awarded and in management.

If today's recommendations are approved you will have £ 17,252,579 (86%) of your main grants budget (comprising both Investing in Londoners and Bridging Divides grants schemes) left to spend.

## Recommendations

Members are asked to:

- a) Note the report

## Main Report

### Background

1. Your current grant making is comprised of four main schemes: Investing in Londoners, Bridging Divides, Anniversary Programmes and Prince's Trust. Details of each are explored below.

### Investing in Londoners and Bridging Divides

2. The Investing in Londoners and Bridging Divides grants schemes comprise your principal grants programmes. The Investing in Londoners grants scheme closed to new applications on 20<sup>th</sup> April 2018. It is anticipated that the remaining applications will be assessed and presented to your Committee by the end of October 2018. Bridging Divides opened to new applications on 23<sup>rd</sup> April 2018. Both schemes use the same grants budget but, where appropriate, will be reported on individually.
3. Total spend to date and applications considered at today's meeting are shown in your 'Grants Budget and Applications' report elsewhere in your papers. You will notice that included in today's figures is the £1million proposed to be set aside for specific purposes, further details of which are in your non-public papers. This figure is not included in the analysis below since it is subject to both your and the

Court of Common Council's approval and will be considered as part of your spend on Bridging Divides.

4. **Spending rate:** Chart 1 shows the spending rate at each Committee meeting. We would expect a broadly even spread at each meeting (approximately 17% per meeting) but there are inevitably some peaks and troughs. If today's recommendations are approved you will have £17,252,579 (86%) of your Investing in Londoner's grants budget left to spend. As this is the first meeting of the year only 'today's' meeting is shown.



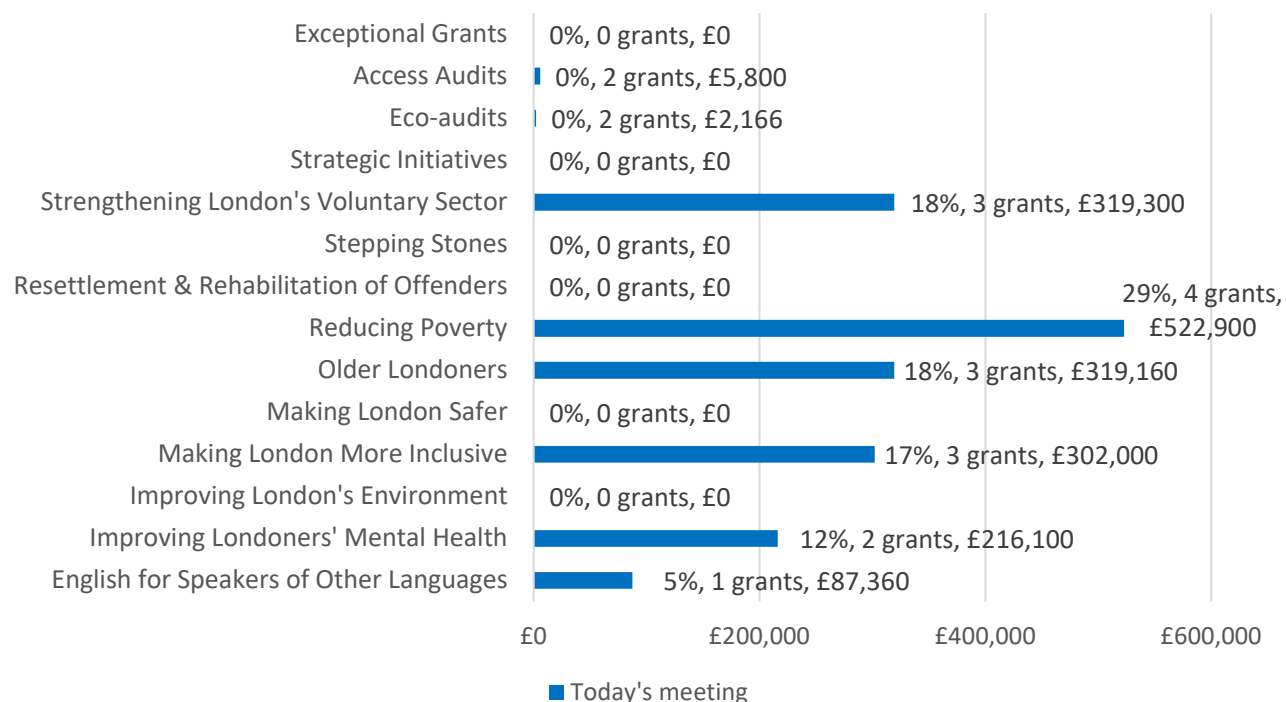
5. **Grant variations:** Write backs of funds to date total £27,365. This represents 0.1% of the annual grants budget and, as such, is not unduly high.
6. **Assessments in progress:** The Trust is currently assessing Investing in Londoners applications, including Strategic Initiatives, at a total value of £8,884,945. It would be fair to assume that approximately 55% of the grants requested would eventually be recommended.

Table 1: Proposed use of future years budget	
Value of submitted applications - under assessment	£8,236,331
Value of proposed strategic initiatives	£648,614
<b>Total requests under assessment</b>	<b>£8,884,945</b>

7. **Awards made against grant outcomes:** Under your Investing in Londoner's programme you have a number of different programmes which aim to achieve different thematic outcomes. Graph 1 shows today's recommendations by programme. At this point in the financial year it is too early to comment on any emerging trends.



Chart 1: % total grant amount awarded by Investing in Londoners programme, year to date (2018/19)



### Anniversary programmes

8. The Anniversary fund approved in 2015-16 is designated for use towards an employability and an infrastructure programme.
9. **Employability programme:** Funds of £4,735,000 for the Employability Programme were fully committed in 2017/18. Some amounts within that will be formally allocated in future years over the 5-year life of this programme.
10. **Infrastructure Programme:** 24% of the total Infrastructure Programme budget of £3,713,000 was committed at the end of 2017-18. The final £2,830,900 is forecast to be committed in 2018/19 in line with the implementation of The Way Ahead and the Cornerstone Fund.

### 11. Prince's Trust

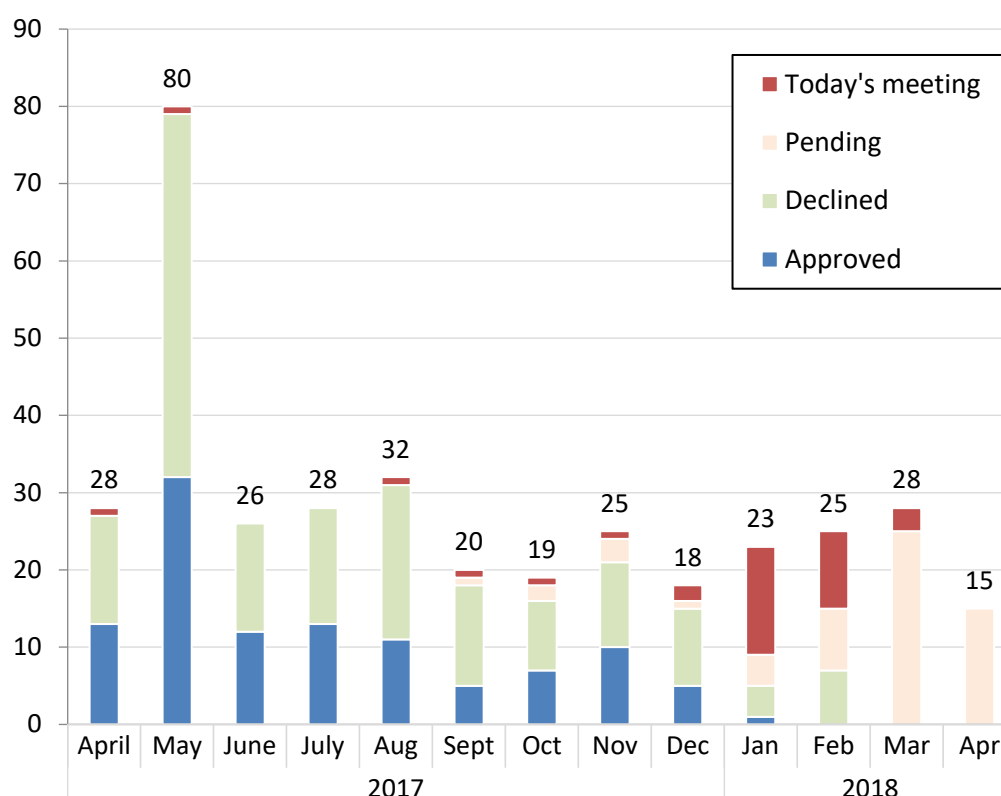
The Trust has managed an annual grant award of £1,000,000 to The Prince's Trust since 2014. At your March 2018 meeting you approved a 3-year commitment of £3,000,000.

### Work in progress

12. **Progress of applications:** Chart 2 shows the progress of applications from the date of the oldest pending application. At the time of writing this report, 59 applications were pending, 88% of which were received in the last 4 months. This is a good reflection on our commitment to process applications within 4 months where possible. The applications pending for several months are still under

consideration by your officers. The Chart excludes Strategic Initiatives and Exceptional grants as they are usually approved through a different application process than your standard Investing in Londoners grants.

Chart 2: Progress of Investing in Londoners pending applications



	2017										2018		
Grand Total	28	80	26	28	32	20	19	25	18	23	25	28	15
Today's meeting	1	1	0	0	1	1	1	1	2	14	10	3	0
Pending	0	0	0	0	0	1	2	3	1	4	8	25	15
Declined	14	47	14	15	20	13	9	11	10	4	7	0	0
Approved	13	32	12	13	11	5	7	10	5	1	0	0	0

13. **Volume of applications:** The flow of applications remains largely steady each month. The spike in applications seen in May 2017 is due to the closing date for a round of the Stepping Stones Fund.
14. **Grants in Management value:** The total value of the grants (approximately 570) currently under the on-going management of your Grants Officers is approximately £31,800,000.
15. **Grants in management learning and monitoring:** In the financial year to date your officers have assessed and signed off 18 annual progress reports from grantees.

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## INDEX OF GRANT RECOMMENDATIONS

	Ref No.	Organisation	Requested Amount	Recommended Amount
<b><u>English for Speakers of Other Languages</u></b>				
a	14515	Indoamerican Refugee and Migrant Organisation (IRMO)	£90,611	£87,360
<i>Total English for Speakers of Other Languages</i>			£90,611	£87,360
<b><u>Improving Londoners' Mental Health</u></b>				
b	14553	Baobab Centre for Young Survivors in Exile	£122,652	£123,000
c	14139	Beyond Youth CIC	£58,607	£93,100
<i>Total Improving Londoners' Mental Health</i>			£181,259	£216,100
<b><u>Making London More Inclusive</u></b>				
d	14465	KEEN London	£105,554	£102,000
e	14516	Polka Children's Theatre Limited	£100,000	£100,000
f	14395	Whittington Park Community Association	£100,000	£100,000
<i>Total Making London More Inclusive</i>			£305,554	£302,000
<b><u>Older Londoners</u></b>				
g	14537	Age UK Redbridge	£126,457	£126,460
h	14253	Alzheimer's Society	£147,042	£144,700
i	14525	My Life Films	£150,000	£48,000
<i>Total Older Londoners</i>			£423,499	£319,160

	Ref No.	Organisation	Requested Amount	Recommended Amount
<b><u>Reducing Poverty</u></b>				
j	14512	Migrants Resource Centre	£96,567	£94,500
k	14311	Redbridge Citizens Advice Bureau	£160,713	£142,400
l	14543	Release Legal Emergency and Drugs Service Ltd	£135,750	£136,000
m	14498	Tower Hamlets Law Centre	£150,000	£150,000
<i>Total Reducing Poverty</i>			£543,030	£522,900
<b><u>Strengthening London's Voluntary Sector</u></b>				
n	14540	Black Training and Enterprise Group (BTEG)	£114,340	£110,000
o	14497	Sutton Borough Volunteer Bureau	£157,196	£119,300
p	14503	West London Zone	£90,000	£90,000
<i>Total Strengthening London's Voluntary Sector</i>			£361,536	£319,300
<b>Grand Total for Investing in Londoners</b>			<b>£1,905,489</b>	<b>£1,766,820</b>

MEETING: 02/05/2018

Ref: 14515

## ASSESSMENT CATEGORY - English for Speakers of Other Languages

**Indoamerican Refugee and Migrant Organisation (IRMO)**

**Adv: Joan Millbank**

**Amount requested: £90,611**

**Base: Lambeth  
Benefit: Lambeth**

**Amount recommended: £87,360**

### The Applicant

Indoamerican Refugee and Migrant Organisation (IRMO) is a community-led charitable company that provides Latin Americans with support and information to build secure and integrated lives in London. Founded in 1982 by Chilean refugees, the organisation has adapted to meet the changing needs of the Latin American community. IRMO works in four areas: education, training and employment; advice; health and wellbeing; and raising awareness for migrant communities. In 2016/17 the charity supported over 4,300 people of all ages through its services and activities.

### The Application

IRMO is seeking three-year match funding to provide ESOL provision and related support (conversation classes, information workshops and community coffee mornings) to support 540 community members where lack of written and spoken English is a barrier to integration and access to services. Building on a track record of delivering ESOL for Work, this programme – ESOL for All – seeks to address the expressed needs of adults of all ages to learn English to overcome isolation and exclusion.

### The Recommendation

The applicant makes a convincing case for funding. Further, Henry Smith Charity (HSC) - the proposed match funder- is familiar with IRMO and previous ESOL provision, which it says was well delivered with strong outcomes. HSC is very interested in funding this joint proposal although no decision has been made at the time of writing. Following discussion with your officer the proposal has been modified to increase provision of pre-entry, entry 1 and 2 classes. IRMO has been advised that some running costs would not be accepted e.g. cost of becoming an accreditation centre as it is not a funding requirement, hence the grant level advised:

***£87,360 over three years (£28,740; £29,190; £29,430) towards 50% cost of provision of the English for All programme, including a contribution towards a FTE Project Manager, PT Tutor, running costs and indirect costs but excluding the costs of IT equipment and maintenance, materials, and registration as an accredited provider. The grant offer is subject to securing additional funding required to make the project viable.***

### Funding History

Meeting Date	Decision
26/11/2015	Application declined as insufficient match with your priorities

### Background and detail of proposal

English for All ESOL provision has been developed in direct response to local research carried out by IRMO. Findings revealed 85% respondents have to rely on family, often their children, or friends to speak English for them and 97% said they

wanted to improve their English. Following consultation with would-be learners the programme has been devised to offer shorter, more intensive terms that fit around school terms, are flexible to meet learners' employment patterns, and with drop-in workshops and conversation groups to enhance learning. Each year 576 hours of pre-entry (x 2 classes), entry 1 and 2 level ESOL will be provided together with 2 x 3-hour weekly conversation classes. To aid integration IRMO will also offer 8 information workshops per year and 12 community coffee mornings each year where outside agencies and community organisations will be invited to tell learners about their services. Provision will be made for older learners and/or for women only groups as required by learners.

Activities will be organised by a full-time project manager, with classes delivered by a qualified ESOL tutor and volunteers providing support in the conversation classes, workshops and coffee mornings. Outcomes will relate to improved skills in written and spoken English, improved confidence and integration in the wider community. Learners will be supported to progress onto higher, accredited courses as required and as available; IRMO has contact with all other local ESOL providers and other learners are also welcome within IRMO provision.

### Financial Information

The charity considers that, given the nature of its work, free reserves should be equivalent to three months of its operating expenditure. It believes that this level provides sufficient cover for temporary shortfalls in income and to close the charity should the need arise. The cost of generating funds is low and is shown as once-off non-staff costs in the accounts. From 2018-19 the new joint CEO post holders will be involved in bid writing alongside the trustees; the budget forecast shown the estimated cost of their time. Trustees will also continue to help raise funds.

Year end as at 31 March	2017 Examined Accounts £	2018 Forecast £	2019 Budget £
<b>Income &amp; expenditure:</b>			
Income	193,071	236,000	250,000
- % of income confirmed as at 2/3/2018	n/a	n/a	45%
Expenditure	(195,799)	231,360	(246,900)
Total surplus/(deficit)	(2,728)	4,640	3,100
Split between:			
- Restricted surplus/(deficit)	102	2,000	800
- Unrestricted surplus/(deficit)	(2,830)	2,640	2,300
	(2,728)	4,640	3,100
Cost of Raising Funds	3,506	2,500	2,500
- % of income	1.8%	1.1%	1.0%
Operating expenditure (total funds)	195,799	231,360	246,900
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	26,690	29,330	31,630
No of months of operating expenditure	1.6	1.5	1.5
Reserves policy target	42,739	57,845	61,725
No of months of operating expenditure	2.6	3.0	3.0
Free reserves over/(under) target	(16,049)	(28,515)	(30,095)



**MEETING: 02/05/2018**

**Ref: 14553**

## **ASSESSMENT CATEGORY - Improving Londoners' Mental Health**

**Baobab Centre for Young Survivors In Exile**

**Adv: Jack Joslin**

**Amount requested: £122,652**

**Base: Islington**

**Benefit: London-wide**

**Amount recommended: £123,000**

### **The Applicant**

The Baobab Centre for Young Survivors in Exile (BCYSE) was first formed in 2008 and registered as a company limited by guarantee, later registering as a charity in 2010. The Centre was set up by a group of clinicians - experienced human rights workers - who identified many unmet needs in the models of treatment and support offered to young asylum seekers and refugees who had experienced human rights abuses during their developmental years. BCYSE works with some of the UK's most disadvantaged and marginalised young people whose complex needs are often invisible. The Centre is run as a non-residential transitional therapeutic community focused on supporting young asylum seekers and refugees who have been separated from their parents. The charity currently works with 115 young people registered, who live across London and come from 23 different countries.

### **The Application**

This application is seeking your support to enable the Centre to provide clinical, advocacy and operational capacity to help the increasing numbers of young asylum-seekers with complex trauma being referred to it for specialist support to improve their mental health. Many of the young people they work with have been raised in war zones and have seen and experienced horrific trauma. Most of the young people have been trafficked to this country and have been exploited criminally or sexually, the majority of beneficiaries are suffering from PTSD. The charity is seeking a contribution to the core salaries that underpin its work to ensure that a consistent service can be provided to the young people it supports.

### **The Recommendation**

The Baobab Centre provides an essential service to young asylum seekers and refugees who have experienced significant trauma in their home country and are learning to cope and understand their new life in London. The charity provides clinical, holistic and person-centred support for these young people helping to improve their mental health and navigate the immigration system. At assessment your officer discussed the request of a contribution towards 5 core salaries. It was recommended that the Centre requests, instead, a contribution to the core running costs of the organisation as all the work of the Centre meets the outcomes of your Improving Londoners mental health programme by providing specialist mental health support to this very disadvantaged group of young people. Funding is therefore recommended as a core grant over 3 years to ensure the charity can cope with the current demands on its services while developing its capacity to deal with increasing demand. Funding is recommended as follows:

**£123,000 over three years (3 x £41,000) to contribute to the core costs to ensure the charity can continue to provide specialist therapeutic mental health interventions for young asylum seekers and refugees in London.**

### **Funding History**

Meeting Date	Decision
24/05/2016	Application declines as the organisation was within the fallow period and therefore ineligible.
28/07/2011	£72,000 over three years (£24,000; £23,500; £24,500) towards the costs of a counselling and therapy service for young traumatised refugees.

### **Background and detail of proposal**

In 2016 3,175 unaccompanied minors arrived in the UK to seek asylum, up from 1,861 in 2014. During and since this period the Baobab Centre has seen an increased demand on the services it provides. At assessment the charity outlined how this was due to the growing reputation of the Centre as a specialist provider but also because of increased cuts to specialist CAHMS services. BCYSE provides ongoing, non time-limited, support to young refugees and asylum seekers to help them to overcome their psychological difficulties. All the beneficiaries that the Centre supports have undergone traumatic experiences in their childhood including witnessing the murder of a parent or a family member, detention, torture, being forcibly recruited as a child soldier, or being trafficked for sexual exploitation or labour. Upon arrival in the UK, they must navigate an unfamiliar and complex asylum system in which their experiences can appear to be diminished and discounted and their ages disputed. The cumulative effect of all these experiences has a significant impact on their mental health and how they form relationships with others.

The recovery and rehabilitation of young people who suffer psychological and developmental difficulties can only take place when they feel safe and stable. BCYSE offers a therapeutic community approach that includes providing individual and group psychotherapy, practical case work support and advocacy as well as a range of other services and activities such as arts, music workshops, English lessons and assistance with the asylum process. This complete wrap around support for these traumatised young people allows them to improve their mental health, cope with past trauma's and to build confidence in their new life in the UK. Your support will help the charity to maintain this essential work while developing capacity to take on more young people.

### **Financial information**

The charity receives most of its income through Trusts and Foundations for the specialist work it delivers. At assessment the organisation outlined how it is always planning 9 months in advance of grants coming to an end and ensuring it can maintain a strong pipeline of applications for funding. The charity holds reserves equivalent to 3 months identified core operating costs. The overspending in restricted expenditure outlined in the 2018 forecast and the 2019 budget is covered by restricted funds bought forward from previous years.

<b>Year end as at 31 March</b>	<b>2017 Independently Examined Accounts £</b>	<b>2018 Forecast £</b>	<b>2019 Budget £</b>
<b>Income &amp; expenditure:</b>			
Income	373,275	317,310	333,650
- % of Income confirmed as at 06/04/18	n/a	N/A	64%
Expenditure	(301,783)	(369,762)	(378,349)
Total surplus/(deficit)	71,492	(52,452)	(44,699)
Split between:			
- Restricted surplus/(deficit)	53,085	(66,992)	(44,699)
- Unrestricted surplus/(deficit)	18,407	14,540	0
	71,492	(52,452)	(44,699)
Cost of Raising Funds	22,041	31,676	31,784
- % of income	5.9%	10.0%	9.5%
Operating expenditure (total funds)	301,783	369,762	378,349
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	58,246	72,786	72,786
No of months of operating expenditure	2.3	2.4	2.3
Reserves policy target	47,746	72,890	72,875
No of months of operating expenditure	1.9	2.4	2.3
Free reserves over/(under) target	10,500	(104)	(89)



**MEETING 02/05/2018**

**Ref: 14139**

## **ASSESSMENT CATEGORY - Improving Londoners' Mental Health**

**Beyond Youth CIC**

**Adv: Sandra Jones  
Base: Outside London  
Benefit: Newham**

**Amount requested: £58,607  
(Revised request: £93,107)  
Amount recommended: £93,100**

### **The Applicant**

Beyond Youth CIC (BY) was set up 12 years ago to support young offenders to lead positive, fulfilling lives through 'Chance 2 Change'(C2C), a group-based therapy programme which uses the principles of Cognitive Behavioural Therapy (CBT) to build emotional understanding, strength and resilience, allowing people to change their lives and move away from being marginalised. During this time, they have built up a good reputation with a range of partners such as the Ministry of Justice, local authorities, Business in the Community. More recently the organisation has changed its focus to mental health of young people given major changes in the commissioning of prison services and as BY had identified that all of its participants had some form of mental health issues, often post-traumatic stress.

### **The Application**

The application builds on a pilot programme designed and delivered for young people leaving care which sought to improve their emotional wellbeing, helping them transition into independent living. This targets those specifically let down by the system who no longer engage with the statutory sector. Current provision requires the care provider (Social Services) and the DWP to perform a 'warm hand-over' just before a young person who is being cared for turns 18. Often this support is minimal and does not address the needs of these young people. This proposal is to provide a robust package of intervention and follow-up around supporting these young people's mental health needs. The request covers the costs of a full-time Programme Co-ordinator and evaluation in year three. The original bid was for two years, but after discussions with your officer this was changed to three years to ensure continuity (a revised budget is appended to the application form).

### **The Recommendation**

BY has built up a good reputation for working with vulnerable young people who do not fully engage with statutory agencies. A pilot programme was run with care leavers who had already fallen through the net when leaving care and ended up in prison, identifying the need for early intervention to help break the cycle; this was backed up through discussions with local agencies that work with care leavers. From the financial information below it can be seen that BY's financial situation is very fragile. Funding is recommended, nevertheless, due to the organisation's track record in working with an extremely vulnerable client group and because BY forecasts an improved financial position for 2018. To safeguard the Trust's funding your officer recommends it be released as outlined below:

***£93,100 over three years (£28,700; £29,900; £34,500) towards the costs of a full-time Programme Co-ordinator and evaluation costs in year three, with the funding being released on receipt of revised agreements between BY and each of its two lenders (CAN, CAF Bank). Release of years 2 and 3 of the grant is***

**subject to a review of the organisation's latest independently examined accounts.**

#### **Funding History**

Meeting Date	Decision
30/10/2013	£38,000 over one year towards the salary of a full time Project Facilitator and running costs to deliver Chance to Change in HMP Send.
20/10/2011	£20,000 over one year to support the delivery of the 'Chance 2 Change' programme to young offenders from London.

#### **Background and detail of proposal**

The application builds on a recent pilot project where 142 young people leaving care undertook a tailored programme (of which 135 completed) modelled on the Chance to Change group therapy based on CBT. Working with a partner organisation, Drive Forward, these individuals were also offered support to move into work. Having the emotional support has enabled the young people to successfully transition into the next stages of their life with 98 participants securing full time employment and reporting that they felt emotionally able to manage their lives. Each year at least 80 care leavers will access the programme.

#### **Financial Information**

During 2016 the organisation operated with negative unrestricted reserves. The management accounts for 2017 forecast a reduction in the negative position and the budget for 2018 projects unrestricted reserves will return to a positive position. The reason for the negative/low reserves is due to a change in the way prisons are commissioning this work using large scale providers, which is why BY changed its focus to working in mental health. The organisation has loans with CAF Bank and CAN who are both supportive of BY and have indicated that they are happy to enter agreements with BY to delay repayments of the loans for the duration of a CBT grant. It is recommended that prior to any grant being paid, a copy of the agreements between the banks and BY be received.

Given the negative unrestricted reserves being low, it is recommended that release of funding for years 2 and 3 is subject to a review of the organisation's examined accounts.

<b>Year end as at 31 December</b>	<b>2016 Examined Accounts £</b>	<b>2017 Management Accounts £</b>	<b>2018 Budget £</b>
<b>Income &amp; expenditure:</b>			
Income	529,563	267,805	310,315
- % of income confirmed as at 03/01/2018	n/a	n/a	75%
Expenditure	(527,889)	(253,505)	(275,493)
Total surplus/(deficit)	1,674	14,300	34,822
Split between:			
- Restricted surplus/(deficit)	(1,245)	9,281	(12,378)
- Unrestricted surplus/(deficit)	2,919	5,019	47,200
	1,674	14,300	34,822
<b>Cost of Raising Funds</b>	0	45,527	52,754
- % of income	0.0%	17.0%	17.0%
Operating expenditure (Total))	527,889	253,505	275,493
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	(24,833)	(19,814)	27,386
No of months of operating expenditure	(0.6)	(0.9)	1.2
Reserves policy target	131,972	63,376	68,873
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(156,805)	(64,529)	(41,487)





**MEETING: 02/05/2018**

**Ref: 14465**

## **ASSESSMENT CATEGORY - Making London More Inclusive**

**KEEN London**

**Adv: Sandra Davidson**

**Amount requested: £105,554**

**Base: Hackney**

**Benefit: Hackney, Camden & Lambeth**

**Amount recommended: £102,000**

### **The Applicant**

KEEN London is a registered charity in London providing free weekly exercise sessions for children and young adults with learning, behavioural and physical disabilities (whom they call athletes) aged 5-25. More than 110 athletes take part in a wide range of activities including basketball, cricket, football, dancing and gymnastics. The charity provides one-to-one or two-to-one support tailored to the needs of the individual participant. Support is provided by a pool of 200 skilled volunteers (coaches). The sessions offer a valuable weekly mini-respite period for parents and carers. Each term, athletes enjoy an off-site trip of their choosing (e.g. swimming, climbing, ice skating). Residential trips help to build independence and are often the first time athletes have stayed away from their families.

### **The Application**

In response to demand, over the past five years KEEN London has expanded from one location offering two weekly sessions, to three locations each offering four weekly sessions. Contact hours have increased from 2,000 to 6,000. Recent quantitative and qualitative data demonstrates that participants improve their physical activity levels (73%), social interaction/communication skills (85%), confidence (75%), behaviour (77%) and independence (76%). The charity is seeking your support for the salary of a full time Participation and Development Coordinator (PDC) to respond to the growing demand for the service.

### **The Recommendation**

Keen London has ambitious aims for the next three years including increasing the number of disabled children and young people it supports and creating a new volunteering pathway for older athletes. The recently appointed Participation and Development Coordinator, currently funded from reserves, is pivotal to these developments to ensure all services are run effectively and sustainably supported by the Board of Trustees. A slight reduction in the grant size was deemed appropriate at assessment as your officer felt that some of the current level of reserves could be used to contribute to the project costs. Funding is advised as follows:

***£102,000 over 3 years (£35,000; £34,000; £33,000) towards the salary and on-costs of the full-time Participation and Development Coordinator.***

### **Funding History**

Meeting Date	Decision
19/06/2014	£10,000 for a third and final year's support towards the costs of expanding weekly activities for young people with behavioural, physical, and learning disabilities.
17/02/2011	£16,285 over two years towards the costs of weekly activities for young people with behavioural, physical and learning disabilities.

## **Background and detail of proposal**

A recent survey (Variety 2017) revealed half of all disabled children do not feel comfortable participating in sport, and evidence from Sport England showed that 50% of disabled adults are inactive – i.e. they do not participate in at least 30 minutes physical exercise each week. An estimated 130,000 disabled children live in London. Child poverty in the three boroughs in which the organisation works (Camden, Hackney and Lambeth) stands between 34% and 41% (End child Poverty, 2018). Research shows that disabled children and their families are more likely to live in poverty, with child poverty among disabled children standing at 40% nationally. Users of the service have complex disabilities affecting their learning, behavioural and physical development; conditions include: Autism, Global Development Delay, Cerebral Palsy and polymicrogyria. Many of the service users do not access mainstream sports activities due to their additional needs i.e intimate care (help with eating, washing, using the bathroom facilities), traveling (restricted mobility), and communicating (can be non-verbal or deaf). With a waiting list of 37 disabled children and young people, there is an overwhelming need for KEEN London's free sports provision. There is very little other free or low cost provision in the boroughs the organisation currently targets.

The PDC will oversee the delivery of high quality weekend sports sessions during term time expanding the four weekly sessions in three boroughs to seven in four; develop new holiday provision response to user demand; trail work with athletes aged 16+ to develop a volunteering pathway for disabled young people, enabling older users to remain involved in the service while developing their skills and independence; and open a new centre to cope with demand. The proposal includes increasing the length of sessions from 1.5 hours to 2 hours from year one in response to user feedback. Over three years the organisation aims to increase confidence, knowledge and independence of approximately 200 athletes, together with the recruitment of at least 450 volunteers(coaches). In addition, young disabled volunteers will make decisions, support peers and assist with project planning/delivery. In year two, there are plans to explore a further location in West London where there are pockets of deprivation. The postholder is responsible for providing line management and support to 3 x p/t centre coordinators, ensuring best practice in user involvement, developing volunteer recruitment, management training and impact reporting. The PDC will lead on the delivery of residential trips as part of the overall aim of improving and developing the service. This element does not form part of the project costs.

KEEN London has a strong track record of delivering sports session for disabled children and young people. Its activities encourage teamwork and social skills and provide respite for families and carers as well as being great fun for all involved. Volunteer coaches are at the heart and soul of the organisation. The majority are university students, while others are in employment come from a wide range of backgrounds representing over 15 nationalities and speaking over 10 languages.

## **Financial Information**

Over the last four years, as a result of accessing funds from multiple income streams, the charity's income has fluctuated. However, KEEN holds a reasonable level of free reserves which are adequate to support its current activities. The appointment of the PDC is currently being met from the level of free reserves until funds are secured to fund the post. The charity will be relocating whilst its office

space is redeveloped before the end of current financial year. There will be cost implications associated with this move which will be met from reserves. There are several applications in the pipeline to other Trust's and Foundations towards the overall development of KEEN's services, with users at the heart of all their plans.

<b>Year end as at 30 June</b>	<b>2017 Examined Accounts £</b>	<b>2018 Forecast £</b>	<b>2019 Budget £</b>
<b>Income &amp; expenditure:</b>			
Income	123,297	138,924	145,708
- % of income confirmed as at 28 /02/18	n/a	54%	17%
Expenditure	(123,397)	(138,917)	(145,612)
Total surplus/(deficit)	(100)	7	96
Split between:			
- Restricted surplus/(deficit)	4,617	0	0
- Unrestricted surplus/(deficit)	(4,717)	7	96
	(100)	7	96
Cost of Raising Funds	5,411	6,924	4,614
- % of income	4.4%	5.0%	3.2%
Operating expenditure (unrestricted funds)	113,088	108,360	85,834
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	81,591	81,598	81,694
No of months of operating expenditure	8.7	9.0	11.4
Reserves policy target	56,544	54,180	42,917
No of months of operating expenditure	6.0	6.0	6.0
Free reserves over/(under) target	25,047	27,418	38,777



**MEETING: 02/05/2018**

**Ref: 14516**

## **ASSESSMENT CATEGORY - Making London More Inclusive**

**Polka Children's Theatre Limited**

**Adv: Shegufta Rahman**

**Base: Merton**

**Amount requested: £100,000**

**Benefit: Merton**

**Amount recommended: £100,000**

### **The Applicant**

Polka Children's Theatre Limited (PCTL), a charitable company, has created work for and with children for 50 years. With year-round programmes of new work, visiting shows and creative learning activities for largely disadvantaged 0-12 year olds, the charity is a pioneer in developing children's theatre, nurturing talent in the sector and maintaining an international reputation.

### **The Application**

Since moving to its current location in Wimbledon in 1979 there has been no significant capital investment in the charity. Now in a poor state of repair, PCTL is seeking funding to provide audiences and artists with facilities expected of a leading international theatre, as well as ensuring children of all backgrounds and abilities can experience the magic of live theatre. Funding is requested for the accessible elements of this capital project, as identified in the access audit your Committee funded previously.

### **The Recommendation**

The charity has demonstrated a strong track record as the UK's first dedicated children's theatre. Championing children's theatre as an integrated, immersive experience in a child-centred environment, the charity led on programmes such as relaxed performances for children with autism; a model that continues to be replicated across venues today. Having secured full planning permission, PCTL has 60% of the £6.5m required for this significant capital project, including £2.5m from the Arts Council and investment from Merton Borough Council. Your funding would enable the charity to leverage the additional balance required for the whole project.

***£100,000 for disabled access works at Polka Children's Theatre.***

### **Funding History**

Meeting Date	Decision
28/01/2015	£2,940 for the costs of an independent access audit.
14/10/2010	£68,000 over three years (£21,000; £23,000; £24,000) for programmes of autism-friendly and shadow-signed performances.
10/09/2009	Application withdrawn.

### **Background and detail of proposal**

The charity started as a touring puppet theatre company in 1968. By 1983 it had developed programmes creating shows for the under-fives in its Adventure Theatre in addition to the main theatre. In 1994 it went on to win the Vivien Duffield Theatre Award to establish *Curtain-Up!* To this day it still offers free tickets to 2,500 school children who would otherwise not experience live theatre. The annual *Freefalling*

programme for Merton children at risk of exclusion was presented as a model of good practice in the House of Lords.

The current premises do not reflect the quality of the charity's work. The Creative Learning team operates out of a dilapidated annexe. The independent access audit highlighted the idiosyncratic configuration of the venue which means the organisation is unable to fully exploit opportunities for income generation, nor optimise operational savings. Customer feedback has highlighted that audiences find aspects of the buildings unsatisfactory and uncomfortable. Audience expectations have changed significantly considering improvements made by other arts venues, and the charity needs to offer a visitor experience that matches the quality of its work. The capital project will incorporate improvements to reduce PCTL's carbon footprint and energy consumption. The charity has a group of young advisors aged 8-13 who make up its Young Voices Panel. This group has insisted on placing a reduction in the theatre's carbon footprint as high priority as part of the redevelopment.

PCTL currently has over 90,000 visitors each year. Of this, it estimates 1.6% of tickets issued are access tickets. Following the redevelopment, it is expected that visitors will increase to 98,000 by 2022, with 2% of tickets issues being access tickets. On-site creating learning participants will increase by almost 50% to over 5,000 per year, and the creative learning programme overall (including off-site) will benefit over 20,000 individuals after the works are complete. This includes increases in attendances for adapted shows for children with needs and increased engagement with special needs schools and units across South London.

### Financial Information

The significant increase in income and expenditure in 2018 along with the rising costs of raising funds all relate to the capital project. The charity's reserves policy is to hold three months' core operating expenditure which is defined as administration, overheads and core staff costs.

Year end as at 31 March	2017 Audited Accounts £	2018 Forecast £	2019 Budget £
<b>Income &amp; expenditure:</b>			
Income	2 096 043	2 616 501	7 223 277
- % of income confirmed as at 20/03/2018	n/a	95%	55%
Expenditure	(2 169 620)	(2 516 415)	(7 224 499)
Total surplus/(deficit)	(73,577)	100,086	(1,222)
Split between:			
- Restricted surplus/(deficit)	(125,543)	100,000	0
- Unrestricted surplus/(deficit)	51,966	86	(1,222)
	(73,577)	100,086	(1,222)
Cost of Raising Funds	61,059	163,981	266,387
- % of income	2.9%	6.3%	3.7%
Operating expenditure (unrestricted funds)	1,865,401	1,929,165	1,812,413
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	273,239	273,325	272,103
No of months of operating expenditure	1.8	1.7	1.8
Reserves policy target	250,000	255,000	248,000
No of months of operating expenditure	1.6	1.6	1.6
Free reserves over/(under) target	23,239	18,325	24,103

**MEETING: 02/05/2018**

**Ref: 14395**

## **ASSESSMENT CATEGORY - Making London More Inclusive**

**Whittington Park Community Association**

**Adv: Shegufta Rahman**

**Base: Islington**

**Amount requested: £100,000**

**Benefit: Islington**

**Amount recommended: £100,000**

### **The Applicant**

Whittington Park Community Association (WPCA) was set up in 1972 by local residents when plans were set out to further expand Whittington Park. Registered as a charity in 2006, WPCA is based in three buildings on the edge of Whittington Park, North Islington, offering services around health, combating isolation and supporting families and children.

### **The Application**

The three buildings that make up WPCA have been utilised as far as possible for the benefit of the local community. However, each building requires refurbishment, and in recognition of the scale of work involved in servicing each building, the charity has phased the work required. Phase one will focus on Hocking Hall which needs more urgent improvements to access.

### **The Recommendation**

Following a few years of financial difficulty, WPCA has demonstrated a recent track record of bringing its finances closer to stability. The community use of WPCA is evident from its schedule of services to provide health and wellbeing support across all ages, especially those experiencing health inequalities. Over 50% of the cost of phase one has been secured, including £500,000 from the London Borough of Islington. The request is for the cost of accessible elements on this capital project, as evidenced in the Access Audit you funded in 2014. A grant is recommended:

***£100,000 for access and improvement works at Hocking Hall, Whittington Park.***

### **Funding History**

Meeting Date	Decision
19/06/2014	£5,000 for an access audit and disability awareness & safety training

### **Background and detail of proposal**

Within a mile radius of WPCA are three local wards with a population of approximately 20,000. The charity aims to bring users together to experience opportunities for personal enrichment and well-being, by providing a well-run centre for individuals and groups in Islington to sustain and develop a vibrant community. A comprehensive assessment of the three local wards has been carried out, feeding into the design and implementation of WPCA services principally around health; combating isolation; and supporting families and children. The three buildings that make up the charity (Whittington Park Centre and Café, the Early Years Hub and Hocking Hall) offer a range of services including free, high quality nursery care to low income families, chair-based exercise classes, and a daily lunch club for over 60s. The charity also hosts an annual, one-day public festival called 'Big Day Out'. This event attracts hundreds of local residents to a day of free activities and workshops, showcasing local activities, classes and clubs at the centre.

The services on offer are increasingly provided to support health and wellbeing. The outside park setting makes the organisation ideally located for such programmes, especially those experiencing health inequalities. This includes the prevention of isolation amongst older and younger people by providing social, cultural and other events that bring different parts of the community together to promote a feeling of connection and belonging. Over a third of service users are 65+ and up to 20% have a disability.

### Financial Information

The charity has had some financial difficulties in the past due to poor management, controls, rapid expansion of staff via Future Jobs Fund, losses in the café venture, and no reductions in staffing or services as local authority grants decreased. The previous management team mistakenly believed pay-as-you-earn tax (PAYE) was not due on Future Jobs Fund employees. This resulted in significant debts to HMRC and the London Borough of Islington. The former debt was fully repaid 18 months ago while the latter will be repaid by September this year. The current management team was brought on to deal with these difficult financial issues, and the charity has done well to manage tight finances; running services with static or reduced grants, whilst building its financial resilience.

The charity's reserves policy is to hold £20,000 of unrestricted funds. For the past five years WPCA has demonstrated a gradual building of its reserves position. Although projected to end 2019 still below target, it is notable to have increased its reserves to this figure given that it had significant unrestricted fund deficit a few years ago. The London Borough of Islington's commitment of £500,000 towards the cost of this project is recognition of the charity's ability to manage this capital project with the substantial funding required.

Year end as at 31 March	2017 Independently Examined Accounts £	2018 Forecast £	2019 Budget £
<b>Income &amp; expenditure:</b>			
Income	319,456	322,826	573,583
- % of Income confirmed as at 19/02/2018	n/a	100%	79%
Expenditure	(296,413)	(310,848)	(569,664)
Total surplus/(deficit)	23,043	11,978	3,919
Split between:			
- Restricted surplus/(deficit)	11,931	494	337
- Unrestricted surplus/(deficit)	11,112	11,484	3,582
	23,043	11,978	3,919
Cost of Raising Funds	0	5,425	3,500
- % of Income	0.0%	1.7%	0.6%
Operating expenditure (unrestricted funds)	106,925	168,168	158,742
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	(3,606)	7,878	11,460
No of months of operating expenditure	(0.4)	0.6	0.9
Reserves policy target	20,000	20,000	20,000
No of months of operating expenditure	2.2	1.4	1.5
Free reserves over/(under) target	(23,606)	(12,122)	(8,540)



**MEETING: 02/05/2018**

**Ref: 14537**

## **ASSESSMENT CATEGORY - Older Londoners**

**Age UK Redbridge Barking and Havering**

**Adv: Geraldine Page**

**Base: Barking & Dagenham**

**Amount requested: £126,457**

**Benefit: Redbridge**

**Amount recommended: £126,460**

### **The Applicant**

Age UK Redbridge, Barking and Havering (AUKRBH) is a charity which supports approximately 5,000 older people per year across 3 boroughs. Its aim is to help older people stay independent and healthy and provides practical and emotional help to those who are frail, as a result of age and illness. Services for older people include an activity centre providing a lunch club and a wide range of activities; an information and advocacy service; an early intervention service for people with dementia and their carers; a falls prevention service; a hospital discharge scheme; and home care services.

### **The Application**

AUKRBH is requesting funding to support the continuation of its 'Care Navigation Programme', initially run as a 2-year pilot, for older people living with long-term health conditions in Redbridge and Barking & Dagenham (3-year funding for Havering is secured). Over three years the programme aims to support and empower 300 older people with multiple long-term conditions to manage their health, remain as independent as possible; and are supported to be active members of their community. Following referral, Care Navigators will have an initial discussion with the person about current circumstances, wishes and preferences and goals for the future and draw up a plan to follow up any support and services required. The primary goal of the programme is to enable people to have a quality of life and enjoy the things they like doing, so that less of their focus is on their health needs. So, alongside their various health appointments they will begin, with support, to get out and about, take up new activities or enjoy hobbies and interests they once pursued. For those less able to get out and about the experience of being supported by a specialist volunteer will begin to open up new friendships and social interaction.

### **The Recommendation**

AUKRBH is a trusted charity which has been working with older people locally for over 25 years. It has a very good reputation for providing quality assured services that respond to local needs. This funding will enable AUKRBH to continue and build on this successful pilot programme enabling 300 older people to access support, keep as healthy and independent as possible and benefit from an integrated approach to their needs. The application fits very well with the priorities of your Older Londoners programme and the support offered is not available through statutory services. The majority of the beneficiaries will be over 75, (80%+ people supported last year were over 75 years). Full funding recommended:

***£126,460 over 3 years (£42,380, £41,850, £42,230) to fund 50% of 2 FTE Care Navigator posts for Redbridge and Barking & Dagenham and associated project costs, conditional on sufficient funds being raised for years 2 and 3.***

## **Funding History**

Meeting Date	Decision
04/09/2013	£63,900 over two years (£32,400; £31,500) towards the salary (30 hours per week) of an Information and Opportunities Advisor to establish an advice and information service in LB Barking & Dagenham.

## **Background and detail of proposal**

The Care Navigation Programme was originally set up in 2015 as part of a national Integrated Care pilot scheme. The programme sought to integrate care for patients of Health 1000, a pilot specialist GP practice based at King George Hospital providing a service to patients with 5 or more long-term health conditions. Between August 2015 and December 2017, AUKRBH Care Navigators successfully took 400 referrals. AUKRBH worked with GP practices, Social Work teams, and Joint Assessment and Discharge and Palliative Care Teams at Queens Hospital, East London. It also worked with voluntary and independent sector organisations to deliver the programme. Care Navigators as a project is being independently evaluated, and the report is due to be published soon, advanced data shared with your Officer indicates good results and wide-ranging benefits being delivered.

There are 27,598 people aged 65+ across the three boroughs who have long-term illnesses and whose daily activities are limited. For example, 7,586 people over the age of 65 live with dementia and this number is set to rise to 10,686 by 2030. Older people also risk being left unsupported to manage their own health and care issues; they may not have family or friends to help, and health and social care professionals rarely have the time to support an older person's holistic wellbeing needs. This can leave older people vulnerable and isolated from the outside world. The number of very old people is growing fast – in Redbridge the number of people aged 90 and over is expected to increase by 26% by 2030 and in Barking & Dagenham by 18%. Barking & Dagenham has many older people surviving on a very low income and areas of high deprivation; it is ranked 11<sup>th</sup> highest deprived borough of all Local Authorities nationally, with 14 of its wards ranked within the 20% most deprived.

## **Financial Information**

AUKRBH has had history of over spending in the recent past (2013-2016) but this has stabilised. Trustees have a free reserve policy target of 4 months' general expenditure and free reserves are in a good position. The budget deficit for 2019 relates to an investment by the Board in the role of the Associate Director (Business Planning and Finance) and in effect will be covered for the next couple of years by a £65k legacy received in 17/18. Funding for the pilot from Barking, Havering and Redbridge CCGs ended in December 2017. Through a tendered commissioning process AUKRBH have secured £40,000 per year for 3 years from the London Borough of Havering to deliver this service to older people in Havering only. This funding has come from LB Havering's prevention and early intervention budget, the equivalent for LB Barking & Dagenham and LB Redbridge is not available or already allocated to other projects. The grant is conditional on sufficient match funds being raised for years 2 and 3.

<b>Year end as at 31 March</b>	<b><u>2017</u></b>	<b><u>2018</u></b>	<b><u>2019</u></b>
	<b><u>Audited Accounts</u></b>	<b><u>Forecast</u></b>	<b><u>Budget</u></b>
	<b><u>£</u></b>	<b><u>£</u></b>	<b><u>£</u></b>
<b>Income &amp; expenditure:</b>			
Income	856,754	847,525	699,191
- % of Income confirmed as at 26/03/18	n/a	80.53%	75%
Expenditure	(729,076)	(764,405)	(725,537)
Total surplus/(deficit)	127,678	83,120	(26,346)
Split between:			
- Restricted surplus/(deficit)	95,324	0	44,316
- Unrestricted surplus/(deficit)	32,354	83,120	(70,662)
	127,678	83,120	(26,346)
<b>Cost of Raising Funds</b>	26,750	22,930	27,080
- % of income	3.1%	2.7%	3.9%
Operating expenditure (unrestricted funds)	554,342	563,193	704,457
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	286,314	369,434	298,772
No of months of operating expenditure	6.2	7.9	5.1
Reserves policy target	268,000	255,000	242,000
No of months of operating expenditure	5.8	5.4	4.1
Free reserves over/(under) target	18,314	114,434	56,772



MEETING: 02/05/2018

Ref: 14253

## ASSESSMENT CATEGORY - Older Londoners

**Alzheimer's Society**

**Adv: Sandra Jones**

**Base: City**

**Benefit: Bromley**

**Amount requested: £147,042**

**(Revised request: £144,687)**

**Amount recommended: £144,700**

### The Applicant

The Alzheimer's Society (AS) is one of the country's leading charities in the care and welfare of people living with dementia. It is a widely acknowledged fact that the prevalence of Alzheimer's and related conditions is showing a marked increase across the population, as people are living longer and detection and diagnosis methods improve. AS works not just to ensure that the necessary care services are in place but also that everyone feels able to continue to be an active member of their family and society in general, so long as their condition allows. Support is also essential for those caring for someone with a mental degenerative condition - helping them to understand how an individual's situation may develop and the services that are available to assist them.

### The Application

One of the organisation's aims is to work towards universal service coverage across the capital. Whilst some boroughs have a long history of providing a range of local services for people with dementia in others there is little if anything available. The statutory services are, of course, responsible for medical interventions but do not provide much of the palliative care that is vital in helping people with Alzheimer's to live a full and rewarding life. The application seeks funding to deliver *Side by Side*, a national volunteer-led service that will work specifically in LB Bromley. Funding will cover the costs of a full-time Co-ordinator, volunteer training and other associated costs.

### The Recommendation

*Side by Side* has been successfully piloted in 32 different areas across the UK. In London AS already runs successful *Side by Side* services in Islington and Lambeth. The service in Bromley will be a completely new service for the borough and will meet an urgent need for people with dementia in the area. The *Side by Side* Co-ordinator will be responsible for overseeing the programme: recruiting, training and supporting volunteers; marketing the service to people with dementia; and supporting the matched pairs throughout their time with the project. After discussions with your officer, AS revised their budget down in year 1 as the number of people with dementia supported by the service is lower than in years 2 and 3:

**£144,700 over three years (£46,200; £49,000; £49,500) towards the costs of a FTE Side by Side Co-ordinator and associated running costs.**

### Funding History

Meeting Date	Decision
27/07/2017	Application withdrawn
10/01/2013	£120,000 over three years (3 x £40,000) towards a full-time Dementia Advisor and other costs for a service in LB Barking & Dagenham.

## Background and detail of proposal

Paired with one of *Side by Side's* dedicated local volunteers, people with dementia can choose what they would like to do together; it could be a walk to a café, getting together with friends, attending a local group, or going to a sports event. They will be matched with someone who has similar interests. The person with dementia selects the volunteer that they would like to be paired with, based on the one-page profiles each volunteer provides. In addition to supporting people with dementia to get out and about, the volunteers also help to link them with existing groups and activities in their local community to build wider support networks. Carers of the participants will also benefit the volunteer-led activity will give them a break.

To raise awareness among people with dementia, the Co-ordinator will publicise the service with the local memory assessment centre, hospitals, GPs and other voluntary organisations through meetings and marketing materials. The post holder will also recruit volunteers by connecting with local organisations to promote the scheme by attending appropriate events and meetings.

Over the three years 160 people with dementia will be supported, with the aim to reduce isolation and loneliness, supporting people in Bromley to live a better life with dementia.

## Financial Information

AS has been utilising its free reserves to get in line with their reserves policy, which the 2019 budget anticipates that this will be slightly underbudget. The organisation consider that this position will improve during the year as income will increase; in line with previous years.

Year end as at 31 March	2017 Audited Accounts £	2018 Forecast £	2019 Budget £
<b>Income &amp; expenditure:</b>			
Income	103,596,000	113,734,000	118,610,000
- % of Income confirmed as at 19/02/2018	n/a	n/a	32%
Net gain on investment	4,874,000	n/a	n/a
Expenditure	(109,499,000)	(115,437,000)	(122,202,000)
Total surplus/(deficit)	(1,029,000)	(1,703,000)	(3,592,000)
Split between:			
- Restricted surplus/(deficit)	(1,190,000)	(1,017,000)	0
- Unrestricted surplus/(deficit)	161,000	(686,000)	(3,592,000)
	(1,029,000)	(1,703,000)	(3,592,000)
Cost of Raising Funds	20,440,000	24,867,000	29,748,000
- % of Income	19.7%	21.9%	25.1%
Operating expenditure (unrestricted)	100,051,000	105,369,000	116,488,000
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	26,073,000	25,387,000	21,795,000
No of months of operating expenditure	3.1	2.9	2.2
Reserves policy target	25,012,750	26,342,250	29,117,000
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	1,060,250	(955,250)	(7,322,000)

**MEETING: 02/05/2018**

**Ref: 14525**

## **ASSESSMENT CATEGORY - Older Londoners**

**My Life Films**

**Adv: Rebecca Green**

**Amount requested: £150,000**

**Base: Richmond**

**Benefit: London-wide**

**Amount recommended: £48,000**

### **The Applicant**

My Life Films, set up as a charity in 2014, produces biographical films for people with dementia to relieve the needs of the individual and the effect of dementia on families, friends and carers. The charity has won several awards including Outstanding Dementia Care Product of the Year 2016, and Charity Start-up of the Year 2016.

### **The Application**

In May 2017 you awarded £24,000 for one year for the charity to create biographical films with people with dementia in London. The charity now seeks a further 2 years' support, including a proportional contribution to core costs within the request.

### **The Recommendation**

Outputs from the first-year grant have been successfully delivered, with positive outcomes also reported. My Life Films' work aims to improve the quality of life for those living with dementia and the proposed outcomes fit well within your Older Londoners programme. It has shown considerable success and has been the subject of an NHS pilot study, giving evidence for the effectiveness of the intervention to improve wellbeing. Although the charity has requested funding for a further 2 years at a vastly increased level, your officer recommends continuation for two years as requested but at the initial level of funding, as is your usual practice.

**£48,000 over 2 years (2 x £24,000) for the costs of creating biographical films for 32 people with dementia in London (16 films each year) and a contribution to core costs.**

### **Funding History**

Meeting Date	Decision
11/05/2017	£24,000 for the costs of creating biographical films for 24 people with dementia in London, and related project costs.
24/05/2016	Application withdrawn
18/03/2016	Application withdrawn

### **Background and detail of proposal**

An estimated 72,000 people with dementia live in London, with numbers growing each year. Apathy, low self-esteem and anxiety are common conditions experienced by people with dementia, and the Alzheimer's Society estimates that 20-40% of people with dementia suffer from depression. My Life Films has been involved in several clinical trials looking at the outcomes of biographical films for people with dementia. The REBInd (Research into the Effectiveness of Biographical reminiscence films in Dementia) NHS Pilot Study by South West London and St George's Mental Health NHS Trust found My Life Films to be a 'valuable intervention' making people physically energised and active, improving wellbeing and helping people to calm down, as well as supporting carers and care workers by improving communication and enhancing relationships. There are plans to carry out trials with more participants to further demonstrate the impact of the work.

To date, the charity has made films for nearly 200 people, with the majority being in London. As well as receiving self-referrals participants are often referred from local mental health and dementia teams, e.g. Alzheimer's Society and Hounslow Commissioners. My Life Films has also had films commissioned by a private healthcare body for dementia patients. It works closely with other local dementia groups and was one of the original members of Richmond Dementia Action Alliance.

For each case, a trained filmmaker works closely with the person and family to source and decide content before producing the films and screening. The films are custom-made to tell the life-story of the subject, combining techniques of reminiscence therapy and music therapy using images and videos from family archives, interviews with the person and their family and favourite music. Copies of the films are provided in formats which can be watched in any environment - at home, a care home, hospital or away from home. The films can help the subjects to reminisce positively on a regular basis (the NHS trial observed an average of 1-2 times per week), boost their mood and help them recover from low moods quickly.

### Financial Information

My Life Films' turnover has increased quickly and it anticipates doubling its income over the next 2 years. The charity has a flexible structure, and as the films are developed by freelance film makers, the organisation is able to increase/ decrease capacity according to demand and funds raised, and so see these plans as both realistic and relatively low risk. It is working to diversify income streams and develop its own trading activities, using filmmakers for commercial films such as corporate projects or weddings, to support income generation (films for people with a dementia diagnosis will remain free to beneficiaries). In 2018/19 the charity is planning to raise 33% of income through trading activities (this was 17% in 2016/17) and is looking to establish a separate limited company as a trading arm.

Year end as at 31 March	2016/2017 Examined accounts £	2017/2018 Forecast £	2018/2019 Budget £
<b>Income &amp; expenditure:</b>			
Income	117,135	247,652	301,000
- % of Income confirmed as at 15/01/18	n/a	100%	26%
Expenditure	(101,879)	(175,717)	(291,000)
Total surplus/(deficit)	15,256	71,935	10,000
Split between:			
- Restricted surplus/(deficit)	10,888	47,262	(3,000)
- Unrestricted surplus/(deficit)	4,368	24,673	13,000
	15,256	71,935	10,000
Cost of Raising Funds	12,577	21,540	23,000
- % of Income	10.7%	8.7%	7.6%
Operating expenditure (total)	61,287	107,979	179,000
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	15,139	39,812	52,812
No of months of operating expenditure	3.0	4.4	3.5
Reserves policy target	10,211	17,997	29,833
No of months of operating expenditure	2.0	2.0	2.0
Free reserves over/(under) target	4,928	21,816	22,979



**MEETING 02/50/2018**

**Ref: 14512**

## **ASSESSMENT CATEGORY - Reducing Poverty**

**Migrants Resource Centre**

**Adv: Kate Moralee**

**Amount requested: £96,567**

**Base: Haringey**

**Benefit: Tower Hamlets**

**Amount recommended: £94,500**

### **The Applicant**

Established in 1985 the Migrants Resource Centre (MRC), a charity, is a key resource for refugees and migrants of all cultures and nationalities seeking to improve the quality of their life in London. It has a vision of a British society that is inclusive and celebrates the diversity of its population. Its activities include information and advice services, ESOL tuition, community education courses, employability support, a health inclusion project, a Digital Generation Gap project as well as projects influencing policy and empowering voice. It merged in 2017 with Asylum Aid, whom you have also supported, which resulted in a large increase in income.

### **The Application**

The Trust is asked to support 50% of a FTE Senior Caseworker plus associated delivery costs to provide immigration legal advice to homeless migrants at University College London and Royal London hospitals. Pathway, the project delivery partner, is already established in these hospitals through their Clinical Homelessness Teams (CHTs) including people with lived experience. This service is funded through contracts with Clinical Commissioning Groups. Pathway has found that over 50% of the referrals are recent migrants, many with insecure immigration status and no recourse to public funds. It is hoped that the partnership between MRC and Pathway will enable homeless migrant patients to receive the best medical care and discharge plan possible through the addition of relevant and up-to-date legal advice.

### **The Recommendation**

MRC has a strong track record of providing immigration legal advice to some of London's most marginalised groups of people, a fact that reflects their capacity to carry out this project. Although there were some initial queries regarding the post's salary and operational costs, this has now been clarified, with MRC submitting a more detailed budget breakdown and your officer removing some ineligible elements. MRC's funding bid sits firmly within the Trust's Reducing Poverty programme outcomes and comes at a time of a steep rise in rough sleeping on the capital's streets. Funding is advised as follows:

***£94,500 over 3 years (£30,500, £31,500, £32,500) contributing to 0.5 FTE post of Senior Caseworker, contribution to Legal Administrator and Supervising Solicitor salaries, and associated running costs.***

### **Funding History**

Meeting Date	Decision
15/06/2017	An unsuccessful Stepping Stones application
22/09/2016	As above
14/07/2016	Proposal withdrawn

04/09/2013	£31,100 for a third and final year towards a part time (21 hrs) Empowerment Worker and related costs of a cross-community media project.
17/02/2011	£61,000 over two years (£30,400; £30,600) towards a cross-community media project.

### **Background and detail of proposal**

The detrimental effects of living on the streets are manifested in the A&E admittance rates for homeless people, which can be six times higher than for housed people. It is often the case that the admitted patients arrive with long neglected illnesses and mental health issues putting them in need of specialist care and advice.

There is no automatic right to housing upon discharge from hospitals and provision is provided only after several criteria are met, some of which can be very difficult for a homeless person to fulfil. Without the CHTs, the issue of lack of accommodation to be discharged to is only picked up at the point of discharge. This inevitably leads to bed-blocking, leaving the patients stranded in hospitals and putting a strain on NHS resources. The CHTs' work with patients from admittance and can identify and resolve accommodation issues prior to discharge, however, they lack the specific knowledge and expertise to be able to advise on Immigration rights. Establishing patients' rights to public services can facilitate the discharge into social housing and address the issue of bed-blocking.

The caseworker will link MRC's existing in-house immigration advice legal team with Pathway CHTs based in the hospitals. Immigration advice will be given on a case-by-case basis via telephone and a dedicated email account. In some cases, a hospital visit may be required, and the caseworker will meet the patient directly. Provision of advice may include conducting research, contacting other agencies and organisations, or other work as required to provide appropriate support to the client, patient, or hospital team. MRC and Pathway hope that their collaboration will result in an increased capacity of the CHTs to provide tailored immigration legal advice independently of the Caseworker and eventually enable the project to grow beyond the boundaries of the two hospitals.

### **Financial Information**

The organisation holds its free reserves in a realisable investment fund to generate maximum income. It is projecting unrestricted deficits for 2018 and 2019 whilst it consolidates the merger as well as ensuring core services continue when several funding streams come to an end over the next two years. It has developed a five-year strategy to ensure continuity post-merger and to streamline service delivery and fundraising. Its reserves target is based on 6 months total operating costs.

<b>Year end as at 31 March</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Audited Accounts</b>	<b>Forecast</b>	<b>Budget</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Income &amp; expenditure:</b>			
Income	1,558,141	1,380,401	1,385,871
- % of Income confirmed as at 16/2/18	n/a	%	47%
Expenditure	(1,353,636)	(1,502,600)	(1,502,600)
Total surplus/(deficit)	<b>204,505</b>	<b>(142,199)</b>	<b>(116,929)</b>
Split between:			
- Restricted surplus/(deficit)	120,525	45,806	6,751
- Unrestricted surplus/(deficit)	83,980	(188,005)	(123,680)
	<b>204,505</b>	<b>(142,199)</b>	<b>(116,929)</b>
Cost of Raising Funds	67,371	90,000	90,000
- % of Income	4.3%	6.6%	6.5%
Operating expenditure (unrestricted funds)	963,601	1,217,705	1,078,380
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	1,232,726	1,044,721	921,041
No of months of operating expenditure	15.4	10.3	10.2
Reserves policy target	676,818	751,300	751,300
No of months of operating expenditure	8.4	7.4	8.4
Free reserves over/(under) target	555,908	293,421	169,741



**MEETING: 02/05/2018**

**Ref: 14311**

## **ASSESSMENT CATEGORY - Reducing Poverty**

**Redbridge Citizens Advice Bureau**

**Adv: Sandra Davidson**

**Amount requested: £160,713**

**Base: Redbridge**

**Benefit: Redbridge**

**Amount recommended: £142,400**

### **The Applicant**

Redbridge Citizens Advice Bureau (RCAB) is a member of the national Citizens Advice. It offers free confidential and impartial advice, advocacy and information at its main office, or by telephone, email and outreach work in the community. Advice given includes benefits; debt; housing; employment; immigration; consumer and family issues. During 2016/17 RCAB assisted over 3,200 clients. It is the leading organisation of Redbridge Advice Network (RAN). RAN, originally funded by the Lottery, is made up of a number of specialist VCS organisations (including Age UK, Redbridge Concern for Mental Health, and Somali Welfare Trust).

### **The Application**

RCAB proposes to extend its outreach work to local GP practices to work with vulnerable members of the community. The project will offer information, advice and guidance to those living with a wide range of health and wellbeing issues including mental ill health, and long-term chronic conditions. Evidence from an earlier RCAB pilot with two GP practices highlighted the need for a service through which GPs can prescribe advice and support. Funding is sought to employ an Outreach Project Officer (0.8 FTE) and 0.2FTE staff time to provide support.

### **The Recommendation**

RCAB is an established member of the local advice sector. It has many years' experience and a strong track record of providing good quality information and advice service to the local community. Its outreach activity into the community has enabled individuals from disadvantaged communities to access free debt and financial advice. It has developed excellent links and partnerships with local law firms resulting in pro-bono support and free legal clinics. A proportion of the costs in the budget appeared high. These costs were challenged at the assessment meeting following which some were reduced. Funding is recommended as follows:

**£142,400 over three years (£47,500; £48,500; £46,400) for the 0.8 Outreach Project Officer's salary, 0.2 existing staff time and towards project costs of the GP referral project.**

### **Funding History**

Meeting Date	Decision
23/11/2017	Application withdrawn

### **Background and detail of proposal**

RCAB seeks to work with local GP practices to help reduce the time GPs spend on social/financial/housing and all non-health matters. Evidence shows that there is an association between debt and mental ill-health: the report, 'Mental Disorders in

People with Debt in the General Population' Jenkins, R (2009), with a sample of 8,545 participants, states that people with mental ill-health are three times more likely to be in debt. A 2015 report, entitled 'A Very General Practice: how much time do GPs spend on issues other than health?' (Caper, K & Plunkett, J. (2015), found that 80% of the 824 GPs interviewed claimed that dealing with non-medical issues reduced consultation time by almost one fifth. RCAB proposes to recruit an Outreach Project Officer to develop and promote the service, which will work with patients referred by GPs with non-medical issues affecting their lives. The project will target the most vulnerable. 27 volunteers will be recruited and trained over three years to give general advice in a surgery setting to clients referred by GPs. Up to 1,000 clients will access the service each year. The charity will provide 24 weekly appointments with specialist follow-ups for those who need it. The project seeks to improve the economic circumstances and, as a result, the overall wellbeing of patients. The evaluation will contribute to the continued development of the project.

### Financial Information

RCAB is considered an asset to the borough with strategic links locally and nationally. It receives funding from the London Borough of Redbridge, with whom it has a very good working relationship. It generates income from various trust and foundations. The charity advises that it will be moving to a main library complex reducing premises costs. As part of the organisation's strategic review plans include diversifying its funding streams to build its free reserves. This also includes identifying and considering commissioning opportunities. The charity has reported no cost of raising funds across the three-year period outlined below due to this being taken on by the Chair and CEO.

Year end as at 31 March	2017 Examined Accounts £	2018 Forecast £	2019 Budget £
<b>Income &amp; expenditure:</b>			
Income	332,708	250,559	332,313
- % of income confirmed as at 4/02/18	n/a	n/a	59%
Expenditure	(354,668)	(307,162)	(331,502)
Total surplus/(deficit)	(21,960)	(56,603)	811
Split between:			
- Restricted surplus/(deficit)	18,707	(10,168)	(4,835)
- Unrestricted surplus/(deficit)	(40,667)	(46,435)	5,646
	(21,960)	(56,603)	811
Cost of Raising Funds	0	0	0
- % of income	0.0%	0.0%	0.0%
Operating expenditure (unrestricted funds)	137,629	108,060	55,854
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	64,326	17,891	23,537
No of months of operating expenditure	5.6	2.0	5.1
Reserves policy target	34,407	27,015	13,964
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	29,919	(9,124)	9,574

**MEETING: 02/05/2018**

**Ref: 14543**

## **ASSESSMENT CATEGORY - Reducing Poverty**

**Release Legal Emergency and Drugs Service Ltd**

**Adv: Julia Mirkin**

**Amount requested: £135,750**

**Base: Islington**

**Amount recommended: £136,000**

**Benefit: Hackney, Westminster  
and Waltham Forest**

### **The Applicant**

Release Legal Emergency and Drugs Service Ltd (Release) was founded as a charity in 1967 to provide legal representation to people who use drugs or have a history of misuse or dependence. It is the only organisation in the UK that supports the legal needs of this specific user group, who, according to Release, have experienced a variety of physical, social and emotional issues; and who have equal rights, which should be realised through fair and non-judgmental representation. Release has found that legal issues relating to debt; housing; homelessness or benefits entitlement can act as a distraction to engaging with treatment for problematic drug usage or dependency.

### **The Application:**

Resolution of legal issues can have a positive impact on rehabilitation, stability and recovery for individuals and their families. Release has requested funding for a full-time solicitor to provide housing, debt and welfare advice and representation. Surgeries will be delivered from three sites in Westminster, Waltham Forest and Tower Hamlets.

### **The Recommendation**

The original proposal includes funding for a full-time post that would contribute to the national advice service delivered by Release. This service covers a broader range of issues than those covered by your Reducing Poverty programme, namely, issues relating to criminal, employment or treatment-related legislation. It is recommended, therefore, that the post be funded for 0.8FTE with a contribution to line-management.

***£136,000 over three years (£43,500; £45,500; £47,000) for the salary of a 0.8FTE Advice Worker, on-costs; and costs associated with supervision of the post.***

### **Funding History**

N/a

### **Background and detail of proposal**

One third of 89 survey respondents at Release reported that they had experienced or perceived, judgement and stigma at external advice agencies. This finding is supported by the report published by the UK Drug Policy Commission in 2010, entitled *Charlie Lloyd, Sinning and Sinned Against: The Stigmatisation of Problem Drug Users* that reported that 'Negative views are common throughout society, including among some of the professionals that work with drug users.'

85% of Release's clients surveyed in 2016 believed that legal advice and representation had had a positive effect on their treatment. This suggests that non-discriminatory legal advice prevents the escalation of legal issues for drug users and supports rather than hinders recovery and rehabilitation.

There are an estimated 52,000 - 67,000 opiate and crack cocaine users in London (Public Health England, *Opiate and crack cocaine use: prevalence estimates for local populations*, 2015). Of those who present for treatment for opiate dependency, 30% have a housing problem (Public Health England, *Better care for people with co-occurring mental health and alcohol/drug use conditions: A guide for commissioners and service providers*, 2017) – they do not collect data on debt or welfare issues. Of those accessing legal services from Release in 2017, 48% presented with housing difficulties (including 14% who were homeless); 62% had benefit problems; and 24% had debt issues. These figures suggest that a high proportion of drug users have legal issues that they find difficult to resolve, facing widespread stigmatisation and prejudice, all of which will have a negative impact on treatment and recovery.

Furthermore, the 2017 report by Public Health England, *Better care for people with co-occurring mental health and alcohol/drug use conditions: A guide for commissioners and service providers*, states that 'in spite of the shared responsibility that NHS and local authority commissioners have to provide treatment, care and support, people with co-occurring conditions are often excluded from services.' This suggests that in addition to the barriers presented by legal issues cited above, the high proportion of drug users who have a dual-diagnosis (70% according to Public Health England), face further barriers to accessing treatment.

The 89 service users surveyed by Release in 2016, presented with a total of 176 issues, averaging 2.1 issues per client. Of those issues, 20% were related to housing, 26% debt, 40% had problems with accessing welfare benefits, and the remaining 14% presented with a range of other issues (this included actions against the police, criminal matters, and family/child matters). At Social Security Tribunals in the last 3 years, Release has had a 100% success rate in just under 150 cases where representation was provided. The national average is 65% for Personal Independence Payment and 68% for Employment and Support Allowance.

Release proposes to deliver three weekly legal clinics, two at drug services in Tower Hamlets, the borough with the highest rate of problematic drug use in the Capital, and in Waltham Forest, a borough with high levels of deprivation and usage. The third clinic will be delivered from a homeless shelter in St. Martin in-the-field, in Westminster, which would represent a new type of partner for Release. 24 people will have appointments with the Advisor across the three clinics each week. Over the duration of the grant, Release aims to provide debt advice and representation to 405 people; housing advice and representation to 600 people and benefits advice and representation to 510 people. In addition, Release aims to support 120 street homeless people to secure stable housing.

### **Financial Information**

Release is operating a full cost recovery model and apports unrestricted overheads to specific restricted funds when its accounts are reconciled at the yearend. These adjustments have been made in the 16-17 in the table below. It is anticipated that once this exercise has been completed, the deficits on unrestricted funds in 17-18 and 18-19 will be eliminated.

In addition to this, a transfer of £60K was made in 16-17 from unrestricted funds to restricted funds, which the applicant advises was an adjustment to compensate for work not correctly attributed in the previous financial year. This impacts on the operational (unrestricted) expenditure figure and the reserves policy target for 2017.



Release's reserves policy target is two months' operating costs in its 2016-17 accounts. However, the Trustees state that they plan to increase this to three months from 2017-18.

Release advises that the 2018-19 budget includes speculative bids for expansion of its legal community welfare service. Until the outcome of these speculative applications is known, a proportion of income and expenditure in 2018-19 remains unconfirmed.

Year end as at 31 March	2017 Independently Examined Accounts £	2018 Forecast £	2019 Budget £
<b>Income &amp; expenditure:</b>			
Income	578,915	599,997	682,600
- % of income confirmed as at 28/3/18	n/a	94.09%	44%
Expenditure	(600,405)	(603,745)	(678,000)
Total surplus/(deficit)	(21,490)	(3,748)	4,600
Split between:			
- Restricted surplus/(deficit)	(5,736)	8,131	90,500
- Unrestricted surplus/(deficit)	(15,754)	(11,879)	(85,900)
	(21,490)	(3,748)	4,600
Cost of Raising Funds	15,909	15,000	15,000
- % of income	2.7%	2.5%	2.2%
Operating expenditure (unrestricted funds)	243,860	325,660	356,000
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	85,747	73,868	(12,032)
No of months of operating expenditure	4.2	2.7	(0.4)
Reserves policy target	40,643	81,415	89,000
No of months of operating expenditure	2.0	3.0	3.0
Free reserves over/(under) target	45,104	(7,547)	(101,032)



**MEETING: 02/05/2018**

**Ref: 14498**

## **ASSESSMENT CATEGORY - Reducing Poverty**

**Tower Hamlets Law Centre**

**Adv: Geraldine Page**

**Amount requested: £150,000**

**Base: Tower Hamlets**

**Benefit: Tower Hamlets**

**Amount recommended: £150,000**

### **The Applicant**

Tower Hamlets Law Centre (THLC) a registered charity was formed in 1975 and incorporated as a company in 1984. THLC provides legal advice and representation, mainly free, to people who work and live in the borough. It currently undertakes work in the areas of housing, immigration, welfare benefits, debt advice, employment & discrimination, community care and education. THLC clients are from a wide variety of ethnic minority community groups and its focus is on helping people who are marginalised in society or experiencing discrimination or disadvantage. THLC currently has legal aid contracts in housing and immigration and also provides advice on welfare benefits, housing and immigration under a contract with the London Borough of Tower Hamlets.

### **The Application**

THLC is requesting a contribution towards the core costs of its operations over the next 3 years. The funding will be used to help ensure that THLC can deliver vital legal services to the community for many years to come. It will provide the time and resources needed to implement its plans for generating sustainable income for the future and strengthen its capacity to provide free legal services and increase the number of cases it can support. Key areas that will be developed include; improvement of management systems; creating alternative sources of income (by establishing a supporter's network and developing a corporate sponsorship strategy); and raising the profile of the law centre to potential clients, the community and potential supporters, members and donors.

### **The Recommendation**

THLC has a long history of working in the borough (since 1975) and has an excellent reputation of the quality of its work providing specialist legal advice and representation on welfare benefits, housing and immigration law to the most disadvantaged residents of LB Tower Hamlets and surrounding area. After a period of instability following significant cuts in Legal Aid THLC is now focused on growing and changing the organisation in response to increasing and changing demand. As the whole of THLC activities contribute towards your Reducing Poverty programme priorities, your policy enables you to consider a grant towards core costs. Your funding will enable more people to access crucial legal services by ensuring the law centre can continue to operate to its best ability in the future and increase the number of people it is able to support each year.

***£150,000 over 3 years (£75,000 £50,000, £25,000) towards core costs of Tower Hamlets Law Centre as contribution towards staffing, overheads, acquisition of new case management software; and for the establishment of a supporters' network, individual giving scheme and the implementation of a corporate sponsorship scheme.***

## **Funding History**

Meeting Date	Decision
06/06/2013	Declined as the proposal did not meet your criteria for support.

## **Background and detail of proposal**

Tower Hamlets is one of London's most deprived boroughs with half of older people and a quarter of children living in deprived households. THLC clients have limited opportunities for the support they need and currently the charity has more cases than it can take manage. The proportion of households in the social rented sector is the fourth highest in the country, with that in the private sector the fifth highest and over 19,000 households on the council's waiting list. THLC represents people who are often in crisis, marginalised by society and experiencing discrimination.

Cuts to Legal aid in 2013 meant the law centre lost 70% of its income, necessitating staff redundancies, pay cuts and relocation to smaller shared premises, slimming down overheads. After this difficult period THLC has demonstrated that they have a well thought out, credible and realistic plan in terms of its strategy to ensure the sustainability of the organisation. This application is part of that strategy to build the law centre capacity and help it become more self-sufficient and find more cost-effective ways of delivering services. THLC plan tap into the large number of trainee solicitors and professional volunteers that have worked at the law centre over the years and reach out to the many influential law firms and other business on its doorstep in the City and Canary Wharf. During assessment your Officer consulted with Trust for London and the London Legal Sport Trust (LLST) who have both funded THLC. Both confirmed its work is well regarded and of good quality. The Centre reached LLST Centre of Excellence status in November 2017 and is one of the law centres it considers to be dealing well with the fall-out from the legal aid cuts.

## **Financial Information**

After a period of instability, overspending and diminishing its reserves, THLC has reached a position in which it more financially stable, and income is balancing with expenditure. It expects the current business year (2017/18 at the time of writing) to end with a surplus for the first time in five years. The Law Centre has clearly demonstrated how it plans to become increasingly self-sustaining over the next 3 years and have very sensibly applied for amounts that taper over the lifetime of the grant.

<b>Year end as at 31 March</b>	<b>2017 Examined Accounts £</b>	<b>2018 Forecast £</b>	<b>2019 Budget £</b>
<b>Income &amp; expenditure:</b>			
Income	413,951	426,000	502,425
- % of Income confirmed as at 14/3/18	n/a	100%	41%
Expenditure	(462,267)	(389,782)	(438,994)
Total surplus/(deficit)	(48,316)	36,218	63,431
Split between:			
- Restricted surplus/(deficit)	6,524	0	0
- Unrestricted surplus/(deficit)	(54,840)	36,218	63,431
	(48,316)	36,218	63,431
<b>Cost of Raising Funds</b>	19,600	19,600	28,600
- % of income	4.7%	4.6%	5.7%
Operating expenditure (unrestricted funds)	425,517	172,382	168,694
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	(997)	35,221	98,652
No of months of operating expenditure	0.0	2.5	7.0
Reserves policy target	100,000	100,000	100,000
No of months of operating expenditure	2.8	7.0	7.1
Free reserves over/(under) target	(100,997)	(64,779)	(1,348)



**MEETING: 02/05/2018**

**Ref: 14540**

## **ASSESSMENT CATEGORY - Strengthening London's Voluntary Sector**

**Black Training and Enterprise Group (BTEG)**

**Adv: Tim Wilson**

**Base: Islington**

**Amount requested: £114,340**

**Benefit: London-wide**

**Amount recommended: £110,000**

### **The Applicant**

Established in 1996 as a support body for black, Asian and minority ethnic (BAME) voluntary organisations, the Black Training and Enterprise Group (BTEG) is a charity offering practical assistance, advice and policy representation services. BTEG seeks to address the causes and consequences of racial inequality. Well regarded by policy makers, BTEG has acted in an advisory capacity to several Government Departments. The charity is closely involved with the "Moving on Up" project, which City Bridge Trust and Trust for London are supporting to increase employment rates amongst young black men in London.

### **The Application**

In 2014 the Trust awarded BTEG a three-year grant for work to promote improved volunteer management amongst its membership and increase volunteering rates from the BAME community. Whilst BTEG worked well to support its members, it struggled to engage the target number of young volunteers. BTEG reported difficulties to the Trust; noting that most people they spoke to wanted paid employment and did not share the charity's view that volunteering improved employability prospects. BTEG tried several different strategies during the grant and kept the Trust informed throughout. The grant came to a natural end in 2017 and the Trust invited BTEG to apply for a new 2-year award given the organisation's strategic significance as a leading BAME infrastructure body.

The new application is a capacity building programme for BAME organisations, strengthening their ability to collaborate and to have greater voice (thereby enhancing the likelihood of their survival). The "BAME Connectivity Programme" will promote the value of collaboration through organisational workshops and leadership training. The proposed work is based on BTEG's belief that BAME organisations can achieve more and be better heard through collaborative working. The programme will promote different models of collaboration from project-specific alliances through to full merger. In addition, BTEG will play a pro-active role, matching organisations with one another where it believes collaboration could enhance the goals, purpose and values of the partners. A good practice toolkit and series of case studies will be developed to share learning from this programme with a wide audience.

### **The Recommendation**

The proposed work fits well with BTEG's experience of providing infrastructure support to its members. The programme is based on an assessment of the new funding opportunities available to members through collaboration, particularly from public sector commissioners, and will help enhance members' business planning skills. Work is likely to focus on themes BTEG already knows well (education, employment and criminal justice) to ensure that advice is as practical as possible.

Funding is advised at a level equivalent to grant payments in the previous three years:

***£110,000 over two years (2 x £55,000) for the "BAME Connectivity Programme" with funding to cover the costs of a part-time (0.7 FTE) project manager and support costs.***

#### **Funding History**

Meeting Date	Decision
27/11/2014	£165,000 over three years for the Valuing Volunteers Project with funding for a part-time project manager and support costs.
04/09/2013	Application withdrawn since BTEG was still in receipt of a grant.
17/02/2011	£110,000 over two years towards a programme of bespoke personal and organisational development for BAME organisations across London.

#### **Background and detail of proposal**

BTEG is concerned that the BAME sector is unlikely to compete for available opportunities, and many organisations may be at risk of closure, unless they can collaborate more effectively. The proposed work is a step towards creating a mindset shift among members and will begin with a small group who have already expressed interest in participation. From then on, the work will be open to all members, and BTEG may deliver specific outreach in boroughs where it identifies particular needs.

#### **Financial Information**

The charity aims to raise sufficient grant funding to cover the costs of its work. Where grant funding is not available it covers operational costs through free reserves until programmes can be closed. To manage the lag between grant applications and receipt of grant funding, and to ensure continuity of service, BTEG aims to hold unrestricted reserves equivalent to six months' total operating expenditure, a target it currently falls short of. The table below does not include an unrestricted designation of £103,000 set aside to maintain BTEG's Routes2Success role model programme for young people. Following a recent unsuccessful funding application, BTEG will start spending these designated reserves from April 2018. Fundraising costs shown in the table below relate to work done by the charity's trading subsidiary, BTEG Ltd. The estimated £1,000 shown for 2018 and again for 2019 again relate to the trading subsidiary, and the charity has treated staff time spent on fundraising as part of charitable activity. This has been discussed with BTEG and it will record staff time under the cost of raising funds in its preparation of accounts in the future.



<b>Year end as at 31 March</b>	<b>2017 Audited Accounts £</b>	<b>2018 Forecast £</b>	<b>2019 Budget £</b>
<b>Income &amp; expenditure:</b>			
Income	339,047	341,464	371,990
- % of Income confirmed	n/a	100%	57%
Expenditure	349,669	396,672	372,195
Total surplus/(deficit)	(10,622)	(55,208)	(205)
Split between:			
- Restricted surplus/(deficit)	2,448	(18,828)	(169)
- Unrestricted surplus/(deficit)	(13,070)	(36,380)	(36)
	(10,622)	(55,208)	(205)
Cost of Raising Funds	54	1,000	1,000
- % of income	0.0%	0.3%	0.3%
Operating expenditure (total)	349,669	396,672	372,195
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	112,459	76,079	76,043
No of months of operating expenditure	3.9	2.3	2.5
Reserves policy target	174,835	198,336	186,098
No of months of operating expenditure	6.0	6.0	6.0
Free reserves over/(under) target	(62,376)	(122,257)	(110,055)



MEETING 02/05/2018

Ref: 14497

## ASSESSMENT CATEGORY - Strengthening London's Voluntary Sector

Sutton Borough Volunteer Bureau

Adv: Kate Moralee

Base: Sutton

Benefit: Sutton

Amount requested: £157,196

(revised request: £119,338)

Amount recommended: £119,300

### The Applicant

Sutton Borough Volunteer Bureau, operating as Volunteer Centre Sutton (VCS), is a charity and has been established for over 50 years. Over this time it has delivered a broad portfolio of services to enhance community well-being through voluntary action, encouraging and supporting everybody who lives in or visits the Borough to volunteer with a positive outcome. Activities include capacity building, marketing and support, ensuring excellence in volunteer management and training. Projects support empower and promote strong communities and individuals.

### The Application

The Trust is asked to support a 32-hpw part-time staff member to identify and work to improve organisational best practice around volunteering with emphasis on supporting people who are underrepresented and often marginalised. These people could potentially have additional needs such as mental health or disabilities or belong to groups that are often harder to reach and not fully represented within society, such as offenders, NEETS, refugees, etc.

### The Recommendation

VCS is well placed to deliver this service with over 50 years' experience in delivering support to voluntary sector organisations to support volunteering. The organisation is well led and embedded in the local community, with a high number of volunteers involved in its own services. This project has been informed by feedback and observation gained through the delivery of a Citizens Commissioning Programme, with an aim of hearing as many voices as possible. This resulted in conversations with "unusual suspects" and involving people from all diversity of background. This project responds to feedback that people with additional needs are excluded from volunteering opportunities and aims to ensure that everyone can volunteer with any barriers being addressed. However, during conversation, it became clear that the request included more than one full time staff equivalent and your officer requested that a revised budget be submitted. This project fits well with your priority for Strengthening the Voluntary Sector and funding is recommended as follows:

***£119,300 over 3 years (£41,800; £38,800; £38,700) for a Community Connect Coordinator (32 hours per week); production of Good Practice Guidance; and association project and organisational costs.***

### Funding History

None

### Background and detail of proposal

VCS provides bespoke support to over 500 organisations, large and small, to ensure good practice volunteering is provided. Support includes one to one support;

strategic guidance around recruitment, volunteer management through to volunteer retention and motivation. VCS collaborates and partners strategically with other agencies and the Local Authority, having representation on the Health and Wellbeing Forum, Fairness Commission and Sutton Plan. It also delivers high quality programmes including Mentoring, Advocacy and Peer Support (MAPS) and has C4EO accreditation demonstrating the achievement of excellence in outcomes measurement.

It is through this support, regular engagement and discussions at various networking events that VCS has recognised the need to provide extra support to both identify and engage specific volunteers. Feedback received has stated the need for extra tools, information and training for organisations to equip them to work with volunteers with extra needs. Currently 11% of all enquiries from volunteers have additional needs and VCS have trouble in securing volunteer placements with appropriate support for these volunteers.

VCS will work with over 120 diverse organisations over the three years to upskill and support them to work directly with volunteers who may be hard to reach or have additional needs. Organisations will be able to access training and tools to equip them to strategically develop recruitment and volunteer strategies. With the additional resource available, one staff member will be dedicated to supporting organisations, including small, grass roots groups, working with hard to reach volunteers, community organising and creating opportunities. The second staff member will directly support recruitment with outreach and events plus training workshops to share information and learning.

### **Financial Information**

The income is high in 2017 as a restricted grant from Games Aid was paid upfront to be used over the next two years (£126,843 received in 2017 relates to 2018 and 2019 expenditure) which explains the projected restricted income deficits in 2018 and 2019. VCS has had to diversify income streams over the last few years due to the challenges of local authority cuts. It has developed a funding strategy which is reviewed at the finance subcommittee and income generating subcommittee, both of which meet every six weeks.

Most of its income is restricted, and VCS applies a full cost recovery model to all funding applications. For consistency the table below has used total operating costs to calculate free reserves. However, the organisation has a reserves policy of "between three and six months of core expenditure with budgeted core expenditure for 2017/18 at £220,000" which equates to £55,000 to £110,000. With regard to its own reserves policy the organisation presents as financially healthy. The organisation also has designated reserves of £87,151 for an anticipated office move in the next few years and £39,500 for possible redundancies. The £39,500 designated for possible redundancies is required as all salaries are covered by restricted income, none of which includes any contribution to redundancies. In order to mitigate risk, the organisation feels it is prudent to be prepared if any funding streams come to an end and redundancies have to be made.

<b>Year end as at 31 March</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Audited Accounts</b>	<b>Forecast</b>	<b>Budget</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Income &amp; expenditure:</b>			
Income	536,416	360,395	390,080
- % of Income confirmed as at 12.3.18	n/a	100.00%	65%
Expenditure	(532,285)	(490,201)	(489,047)
Total surplus/(deficit)	4,131	(129,806)	(98,967)
Split between:			
- Restricted surplus/(deficit)	4,825	(132,190)	(94,972)
- Unrestricted surplus/(deficit)	(694)	2,384	(3,995)
	4,131	(129,806)	(98,967)
Cost of Raising Funds	42,971	20,460	15,175
- % of Income	8.0%	5.7%	3.9%
Operating expenditure (total funds)	532,285	490,201	489,047
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	95,452	97,836	93,841
No of months of operating expenditure	2.2	2.4	2.3
Reserves policy target	133,071	122,550	122,262
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(37,619)	(24,714)	(28,421)



MEETING 02/05/18

Ref: 14503

## ASSESSMENT CATEGORY - Strengthening London's Voluntary Sector

West London Zone

Adv: Jemma Grieve Combes

Base: Kensington & Chelsea

Benefit: Hammersmith & Fulham

Amount requested: £90,000

Amount recommended: £90,000

### The Applicant

West London Zone (WLZ), a charity, is a partnership initiative established in 2014 to support at-risk children and young people in North Hammersmith and North Kensington. Inspired by the Harlem Children's Zone in the US, WLZ coordinates the work of local partners including charities, schools and children's centres, to deliver a joined-up approach focused on the needs of the whole child. Early intervention is key to the model, and the charity uses a data-driven, evidence-based approach to actively identify children in need of support before crisis is reached. They work with children on a long-term basis and aim to transform the whole community.

### The Application

The charity is requesting funding towards the salaries of its Partnerships Manager and Data and Systems Manager. These roles are a critical part of the planning and delivery of the partnership enabling it to develop and maintain its data, actively support partners with data collection, generate shared learning, monitor service delivery and coordinate support.

### The Recommendation

WLZ uses an innovative approach to reach children that would otherwise fall 'under the radar' of support services. Results have been impressive. In 2017 85% of the cohort achieved the milestone set for them at the beginning of the year. But what is also impressive is the functioning of the partnership itself. The collective impact model has allowed local charities and other services to take a more joined up approach, better identify children at need of support and to take a shared learning approach. A grant from the Trust would allow WLZ to build the capacity of partners and to strengthen the partnership as it continues to grow its activities.

***£90,000 over three years (3 x £30,000) towards the salaries of a Partnerships Manager (17.5 hrs) and Data and Systems Manager (17.5 hrs).***

### Funding History

Meeting Date	Decision
18/03/2016	£150,000 towards the cost of West London Zone's Collective Impact Bond.

### Background and detail of proposal

The WLZ model has three key stages. The first is 'proactive identification' where WLZ works with local schools to identify children to support. Once identified children are assigned a Link Worker who codesigns a package of support with each child and their families. The second stage is 'act' where the WLZ partners deliver a package of support to each child. This could include mental and emotional wellbeing support, academic tutoring or therapeutic arts work. The Link Worker works with the child, ensuring that they attend support and meets regularly with them to monitor progress. They also actively signpost to other services. The final stage is 'lasting Impact'. Children are supported for at least 2 years, until they are on track against all targets.

A critical part of WLZ's role is to support its partners to collate, analyse and act on data. In the initial identification stages WLZ runs and analyses its 'My Survey' in schools. This has been successful in identifying children 'under the radar' and charities have fed back that the children identified are often more challenging than they are used to. In the 'act' stage, WLZ works with partners on a daily basis to ensure data from support sessions is correctly input into 'Partner Dashboards'. All partners use this tool and it is critical to monitoring each child's progress. At the 'lasting impact' stage, WLZ identifies learning and share insights. In a recent Partner Survey 91% said that data collected via WLZ is useful for their own delivery.

In addition to this shared learning provision, WLZ supports its partners to improve data practices. All partners take part in an annual quality assurance process using a bespoke 'Confidence Framework' which includes elements on monitoring. WLZ also provides in-depth support to partners on an ad-hoc basis, for example, it supported one charity to develop a theory of change and another to undertake its own analysis.

### Financial Information

Since its formation, West London Zone has grown rapidly from a pilot project serving 132 children in 3 schools in 2016 to 417 children in 15 schools in 2018. The charity advises that the growth is planned and manageable and is developing its internal infrastructure accordingly. Growth from now onwards is planned to be steadier and the organisation aims to be at scale in four to five years.

In 2017 WLZ launched a Collective Impact Bond To deliver coordinated intervention at scale. This was supported by a loan of £350k together with a £150k grant from the Trust. It holds £150k in a designated reserve as security against any losses in repayment of the loan. WLZ has a relatively high reserves target at 6 months' total expenditure. The charity states that it needs this holding to reflect the fact that it is a young charity with a quick pace of growth and due to the risk associated with its outcomes-based funding model.

<b>Year end as at 31 March</b>	<b>2017 Audited Accounts £</b>	<b>2018 Forecast £</b>	<b>2019 Budget £</b>
<b>Income &amp; expenditure:</b>			
Income	1,201,027	1,481,672	1,874,382
- % of income confirmed as at March 2018	n/a	94%	65%
Expenditure	(673,151)	(1,035,172)	(1,731,085)
Total surplus/(deficit)	527,876	446,500	143,297
Split between:			
- Restricted surplus/(deficit)	134,000	121,688	(2,632)
- Unrestricted surplus/(deficit)	393,876	324,812	145,929
	527,876	446,500	143,297
Cost of Raising Funds	44,588	106,428	169,984
- % of income	3.7%	7.2%	9.1%
Operating expenditure (unrestricted funds)	591,764	889,965	1,410,103
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	546,927	871,739	1,017,668
No of months of operating expenditure	11.1	11.8	8.7
Reserves policy target	168,288	517,586	865,543
No of months of operating expenditure	3.0	6.0	6.0
Free reserves over/(under) target	378,639	354,153	152,126



<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	2 <sup>nd</sup> May 2018
<b>Subject:</b> Applications recommended for rejection	<b>Public</b>
<b>Report of:</b> Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Decision</b>
<b>Report author:</b> Ciaran Rafferty, Principal Grants Officer	

## Summary

This report and the accompanying schedule outlines a total of 10 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 10 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 – 2<sup>nd</sup> May 2018

### Summary of Recommendations for Rejection - Investing in Londoners

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested	Officer & Area
<b><u>Improving London's Environment</u></b>					
March 2018	14561 St Michael & All Angels Church PCC Abbey Wood	Our 114 year old life-expired hall roof needs replacing, and a "Third Party Contribution" grant from you would greatly help our socially deprived community.	The application is for a purpose (new church roof) that falls outside your priorities.	£5,750	CR Greenwich
<i>Total Improving London's Environment (1 item)</i>				£5,750	
<b><u>Improving Londoners' Mental Health</u></b>					
January 2018	14530 Re-Instate	Basil's Café- 'Barista Buddies'; giving young people experiencing mental ill-health to opportunity to gain work experience, accredited training and the opportunity to help others	The purpose and outcomes of this application do not sufficiently address your programme Improving Londoners' Mental Health; its focus is on expanding employment opportunities for young people.	£20,000	JXM Bexley
January 2018	14522 Studio Upstairs	Wish to Belong: Developing a therapeutic arts community to support BME communities, Asylum Seekers and Refugees suffering social exclusion and emotional distress in London.	The proposal is not sufficiently targeted at meeting your priorities or outcomes and some components do not represent value for money.	£211,200	JNM Hackney
<i>Total Improving Londoners' Mental Health (2 items)</i>				£231,200	

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested	Officer & Area
<b>Older Londoners</b>					
January 2018	14517 Evergreen Care Bexley	The recruitment of a charity Events & Promotions Co-ordinator starting in Feb 2018.	The outcomes of this proposal do not meet your Older Londoners programme outcomes. The grant request and information provided is not clear. Furthermore, the request is to fund a Fundraiser post.	£1	SD Bexley
February 2018	14538 St Luke's Trust Parochial Trust	To fund a support worker and activities to extend the range of support available to older people aged 75, particularly those living with early dementia	The organisation has substantial, readily available, free reserves - equivalent to over one year's worth of expenditure - and so easily has the resources to self-fund this project.	£90,000	CR Islington
January 2018	14528 Staywell	To recruit a dedicated coordinator to develop our volunteering programme, support and grow our volunteer workforce and create a range of new opportunities for volunteering.	The 2017 accounts show that the organisation had unrestricted reserves equal to over seven months' running costs. In addition, the organisation has investments and properties that almost match the value of its unrestricted funds, so the need for your funds at this time has not been established.	£123,304	JNM Kingston
March 2018	14573 THE CSRF GREENWICH RIVERSIDE GROUP	To support the activities of our local community group and help older Londoners to enjoy a better quality of later life and improved wellbeing	Given the amount of grant requested and the fact that the charity holds free reserves of £450,000 against a policy level of £145,000 (6 months' operational expenditure), there is ample scope for this proposal to be self-funded.	£4,660	CR Greenwich
<i>Total Older Londoners (4 items)</i>				£217,965	

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested	Officer & Area
<b><u>Reducing Poverty</u></b>					
January 2018	14526 Community Food Enterprise Ltd	Reducing food poverty in East London through increased delivery and supply of free, good quality surplus food to charities and community groups	The organisation has negative free reserves and does not anticipate this situation to improve within the next two years. It has a recent history of overspending.	£80,670	GP Newham
March 2018	14563 Positive View Foundation	Enabling Positive View to launch its Empowerment Programme on further Inner-London estates, whilst enabling further deprived young people to benefit from a positive economic future.	The proposal does not meet the specific priorities of your programmes. From the information provided, the organisation has sufficient funding in place to deliver the project.	£73,501	CR Enfield
<i>Total Reducing Poverty (2 items)</i>				£154,171	
<b><u>Resettlement and Rehabilitation of Offenders</u></b>					
January 2018	14520 British Limbless Ex-Service Men's Association	Sport/personal development courses for offenders, providing rugby training and role-modelling opportunities with ex-offenders/limbless veterans to develop confidence, goal-setting and leadership to reduce violence and re-offending.	This application does not sufficiently address your area of interest within the Rehabilitation of Offenders programme (nor Making London More Inclusive). In addition it is a rather costly initiative. The applicant charity holds c. £25m in reserves, against an annual turnover of c. £6m.	£96,082	JXM Barking & Dagenham
<i>Total Resettlement and Rehabilitation of Offenders (1 item)</i>				£96,082	
<b>Grand Totals (10 items)</b>				<b>£705,168</b>	

<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	2 <sup>nd</sup> May 2018
<b>Subject:</b> Funds approved under delegated authority	<b>Public</b>
<b>Report of:</b> Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Information</b>
<b>Report author:</b> 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 16<sup>th</sup> 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

St John the Divine  
(Approved 5/4/2018)

War on Want  
(Approved 18/4/2018)

£966 to commission an independent access audit to inform the new build garden room and accessibility of the church building.  
£1,200 for the costs of commissioning an independent access audit on the HQ building in Shepherdess Walk.

Richmond Carers Centre  
(Approved 3/4/2018)

£2,400 to provide an eco-audit.

Lewisham Citizens Advice  
Bureau Service  
(Approved 3/4/2018)

£3,400 to provide an eco- audit.

**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 2018	7,966	4	0	0	0	0
<b>Total for year to date</b>	<b>7,966</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	2 <sup>nd</sup> May 2018
<b>Subject:</b> Withdrawn & Lapsed applications	<b>Public</b>
<b>Report of:</b> Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Information</b>
<b>Report author:</b> 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:

Communities Welfare Network

We are applying for funding to deliver ESOL pre-entry level and Entry level 1,2&3 courses for migrants, refugees and asylum seekers.

*- The applicant withdrew their application as it was submitted within the fallow period.*

Islington Mind

Mental health and well-being support that is sensitive to the specific needs of LGBTQ+ asylum seekers and refugees during their asylum process and Move-On period.

*- Withdrawn as the organisation has already secured all funding required for year 1 of the project.*

Safer London Foundation

Reduced seriousness and frequency of offending amongst young people, particularly young women, and reintegration into the community for offenders via improved pathways to support.

*- The applicant withdrew the application in order to submit one with a different focus at a later date.*

Community Education  
Foundation & Lyncx - CEF Lyncx

We need funding for a Community Volunteer Services Manager, overheads, training, to provide a Volunteering Service on Lambeth Estates and across the borough.

*- The applicant decided to withdraw their application in order to review it and submit an amended application in future.*

### **Lapsed Applications:**

ML Community Enterprise

Phoenix Therapeutic Service works with marginalised young BAME offenders through talking therapy, art therapy, systemic counselling, substance misuse works, group work and specialist key-worker support.

*- The applicant did not provide the necessary information to complete the application, after being prompted.*

**Withdrawn Applications:**

**4**

**Lapsed Applications:**

**1**



<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	2 <sup>nd</sup> May 2018
<b>Subject:</b> Variations to grants awarded	<b>Public</b>
<b>Report of:</b> Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Information</b>
<b>Report author:</b> 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.

### **Community Accountancy Project**

In July 2016 you agreed a grant of £36,950 over two years (£17,985; £18,965) for a project to train small voluntary organisations in financial management. The grant commenced in January 2017 but some months later the organisation's principal employee passed away. Some work was delivered for a short period afterwards but then ceased in mid 2017. As a result the remaining balance for the first year plus all of the second year's funding (£26,465 in total) was revoked.

### **Bethel – London's Riverside Church**

An eco-audit to the value of £3,600 was awarded for the benefit of the above organisation. In the end the amount of work needed by the auditor was less than that anticipated leading to £900 being written back.

### **Ciaran Rafferty**

Principal Grants Officer

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<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	2 <sup>nd</sup> May 2018
<b>Subject:</b> Report on Learning visits	<b>Public</b>
<b>Report of:</b> Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Information</b>
<b>Report author:</b> Jemma Grieve Combes, Grants Officer	

## Summary

This report introduces reports from monitoring visits to South London Botanical Institute and an update on the London Borough of Culture Awards.

## 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:
  - a. South London Botanical Institute supported under your programme for “Improving London’s Environment” which delivers a botanical educational programme for children, adults and teachers.
  - b. London Borough of Culture delivered by the GLA, one of your “Strategic Initiatives” which will engage disadvantaged communities in cultural activities in the winning boroughs in 2019 & 2020.

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**LEARNING VISIT REPORT**  
**South London Botanical Institute 13140**

<b>1.1 Date of visit:</b> November 14 <sup>th</sup> 2017	<b>1.2 Name of visiting Grants Officer:</b> Joan Millbank	<b>1.3 People met with:</b> Caroline Pankhurst, Education Manager. Volunteers.
<b>1.4 Programme Area &amp; Outcomes:</b> Improving London's Environment 'More Londoners with a greater knowledge and understanding of the 'green' environment and biodiversity' and 'more young people understand the benefit of growing local food and its nutritional value'.		
<b>1.5 Purpose of the award:</b> £76,500 over three years towards the salary of an Education and Outreach Coordinator, Project Manager and running costs of Botany on the Plate programme.		
<b>MONITORING INFORMATION</b>		
<b>2.1 Project Outcome 1:</b> 90% of children and young people participating (at least 625 pa) show greater understanding of the importance of food plants and want to grow more food plants. <b>Progress made:</b> In year one 18 primary schools visited the Institute and participated in the project (Botany on Your Plate). A total of 540 children benefited from activities including looking at food plants under microscopes, drawing parts of food plants, identifying food plants in the garden and tasting fruits.		
<b>2.2 Project Outcome 2:</b> 90% of children and young people (at least 625 pa) are more interested in plants and the local environment as a result. <b>Progress made:</b> See above.		
<b>2.3 Project Outcome 3:</b> 90% of educators (at least 100 pa) are enabled to better utilise their food garden in and out the classroom. <b>Progress made:</b> No feedback or evidence available.		
<b>2.4 Project Outcome 4:</b> 90% of participants (at least 810 people) discover new skills and knowledge about food plants (from Saturday workshops). <b>Progress made:</b> 13 workshops were organised in year 1; of which 2 were family sessions and 7 were adults only sessions. Positive benefit was implied from visitor feedback.		
<b>2.5 Project Outcome 5:</b> Food trail available as resource for taught discovery sessions and for casual visitors with 25% of visitors discovering new information about plants (2250 people over the 3 years). <b>Progress made:</b> The Food trail leaflet, which outlines all edible plants in the garden was produced and labels for some of the food plants in the garden made. Discovery of new information by visitors was implied from visit feedback from 13 adult/family Saturday workshops undertaken in year 1.		
<b>GRANT OFFICER COMMENTS</b>		
The South London Botanical Institute (SLBI) is a lovely example of how an enduring bequest can contribute to public education. The house and garden offer an unusual		

– albeit small – setting for South Londoners to engage in environmental education, connect with their local natural environment and be inspired. SLBI was endowed by one Allan Octavian Hume in 1910 to be a working men’s rival to Kew Gardens. Housed in a large Victorian house in Tulse Hill SLBI holds an extensive botanical library, a herbarium of some 100,000 pressed plants and a small garden which includes a moss trail, poisonous border, medicinal plants, dye garden and a wildlife pond. The institute is run by its trustees, 3 part-time employees and 40 volunteers.

SLBI has been awarded a 3-year grant under ‘Improving London’s Environment’. While the grant contributes towards the cost of a project titled “Botany on a Plate”, it is more in effect a core grant. ‘Botany on a Plate’ seeks to help audiences of all ages to understand the botany of plants - local and more exotic - and their different uses. It provides a setting for school children, families and local residents to explore food plant physiology, uses and production. On the day of the learning visit a Year 3 school party (c.30 children, teachers and helpers) from Peckham visited the Institute. Split into 3 groups, each child participated in a range of activities including examining the leaf structure of herbs under a microscope, undertaking a plant identification and learning quiz in the garden, and learning the structure of a plant through a ‘cut and paste’ exercise. The initial introduction and conduct of each session was really engaging, information was pitched at a level appropriate to the age of the children and it was clear from the children’s reaction that they really enjoyed the activities. The teachers and helpers also made positive comments.

More difficult to gauge – if not near impossible - is the measurable benefit to the children (and adult learners at the Saturday sessions). Measuring the educational and personal learning outcomes are particularly challenging because SLBI’s interaction with the children is limited e.g. up to 2 x 2 hour sessions only, and the activities are delivered through a group rather than a one-to-one setting. Feedback is sought from the teachers (and the adult participants on the Saturday sessions) but by necessity the questions focus on customer satisfaction/ views on session delivery/approach and gathering ideas for future work. It also allows SLBI to gather demographic details, although details need to be more systematically collected.

Another challenge is widening participation. SLBI has responded positively to your grant officer’s suggestion to target traditionally under-represented groups. In the last year it has made contact with a local learning disability organisation and adults with learning disabilities have attended structured sessions at the gardens. However, SLBI states that it reaches a wide cross section of residents through the Saturday sessions but it does not have the data to show this in practice. The Education Manager agreed to discuss a strategy for widening participation with the trustees and colleagues.

Your grants officer discussed in detail at the visit how monitoring and evaluation systems could be improved, despite the challenges discussed above. Progress towards these improvements will be expected in the organisation’s year 2 monitoring report, due later in 2018.

## **CITY BRIDGE TRUST – Strategic Initiative progress report**

**Greater London Authority (GLA)**

**Ref: 13946**

**Grant Amount: £300,000**

**Purpose of grant:** £300,000 to support the three-year London Borough of Culture programme to engage disadvantaged and/or hard to reach communities/people. The grant will be paid to and managed by the Greater London Authority (GLA) as part of a wider fund being made available to support this initiative.

**Project Start Date:** April 2017

**Projected End Date:** December 2020

### **Summary of progress to date, specifically focusing on the key outcomes and impact of the project:**

The London Borough of Culture initiative targets disadvantaged and disengaged Londoners and aims to improve their quality of life through art and culture. It supports the Trust's mission to tackle disadvantage and your vision for a fairer London by delivering the following outcomes:

- Increasing community cohesion, reducing social isolation and improving wellbeing
- Broadening and deepening Londoner's participation in arts and culture, especially those currently disengaged
- Investing in new talent pipelines, improving skills, creating jobs and providing employability training

Over the last year your officer has been working closely with the GLA and the Partners Board on the design, delivery and communication of the London Borough of Culture. The Partners Board was established by the GLA before your funding was awarded and is made up of representatives from Heritage Lottery, Paul Hamlyn Foundation, Historic England, London Councils, The Audience Agency, Arts Council and Senior Culture Officers at the GLA and City of London. In the first year after the award of your grant the Board met every two months to discuss the practical set up of the LBOC. Initial tasks involved coordinating communication plans, developing the application forms and providing support to the GLA at engagement events. Your officer also attended regular meetings of the City Partners Board which was set up to coordinate the City's involvement with the LBOC programme. The City of London, alongside the contribution to the programme from your Committee, had agreed to offer in-kind cultural resources to the boroughs applying for the programme.

The LBOC was launched at City Hall by the Mayor of London, Sadiq Khan, on the 30<sup>th</sup> June 2018. Speeches about the programme were given by the Mayor, Deputy Mayor for Culture and the Creative Industries Justine Simons and Catherine McGuinness Chairman of the Policy and Resources Committee. The launch was followed by a range of workshops for boroughs interested in applying for the programme.

In December 2017 all the final bids for the programme were submitted with 22 boroughs applying in total. Your officer coordinated the assessment of the applications with other members of the CBT team. Comments and observations were shared with the GLA with

a decision-making meeting taking place with the Deputy Mayor, Justine Simons, in January 2018. The Partners Board did not have the final say in the decision making but made strong recommendations to the GLA. The Partnership working between funders, partners and the GLA was very positive with all parties in agreement on the likely winners of the overall LBOC awards with recommendations made on the individual stand out projects.

On 27<sup>th</sup> February 2018 the Mayor of London, Sadiq Khan, announced that Waltham Forest and Brent were the winners of the LBOC Awards for 2019 & 2020. Landmark projects were also awarded to Lambeth, Lewisham, Kingston, Barking & Dagenham, Camden and Merton. The launch took place at City Hall and was attended by your Chairman, Deputy chairman and Officers from the Trust.

**Are there any particular learning points to share?**

A key learning point from the programme was how boroughs worked collaboratively with communities and the voluntary sector to develop their programmes. The momentum of the programme galvanised examples of great collaborative practice that was most visible in the winning proposals. The LBOC programme put Culture on the Agenda for many of the boroughs involved in the programme and will have a positive outcome for the boroughs that were successful and for those that were not.

Working strategically with the GLA and other cultural funders has been a very positive experience. The flexibility of your funding towards this programme has meant that the Trust has had a valued voice at the Strategic Board meetings while also providing influence in the City's wider response to the programme. Your officer has worked with colleagues across the Corporation on this programme forging relationships with different teams at the Barbican, Museum of London, London Metropolitan Archive, Open Spaces and the Culture team.

**What are the plans for the remainder of the period funded:**

Your officer will continue to attend the Strategic Board and City Partners Board to work with the winning boroughs on their programmes and ensure that your funding is being used to work with communities and charities in the winning boroughs to develop their cultural offer. City Bridge Trust is convening a funders round-table at the Guildhall on 12<sup>th</sup> June to engage other funders with the winning boroughs.

The Waltham Forest Programme will launch in January 2019 with the Brent Programme launching a year later in 2020. Your Officer will work with the winning boroughs and the GLA to ensure that they are monitoring the programmes and ensuring that we are receiving updates on how your funding has supported the engagement of communities in the winning boroughs.



<b>Committee</b>	<b>Dated:</b>
City Bridge Trust Committee	2 <sup>nd</sup> May 2018
<b>Subject:</b> City Bridge Trust Communications & Events attended	<b>Public</b>
<b>Report of:</b> The Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Information</b>
<b>Report author:</b> 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 01/03/18 and 18/04/18 against each of the four key audiences identified in your Communications Strategy.
2. This shows continued good levels of engagement against all four audiences. Officers and Member's attended a number of events related to the Commonwealth Heads of Government Meeting. This included a reception hosted by the Queen Elizabeth Diamond Jubilee Trust on Tower Bridge, which was offered as a venue by the Trust through its connections as part of the Bridge House Estates charity and with support from the Remembrancers Department.

### 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 March Committee meeting received press coverage, including CARAS (Community Action for Refugees and Asylum Seekers) which is providing English-language classes for refugees & asylum seekers; and Children's

Trust which is providing support for children who have experienced brain injury.

## **External Events Register**

4. A wide range of events were attended on behalf of the Trust during this period. These included The Prince's Trust Annual National Awards Ceremony, held at the London Palladium, attended by several of your Members and Officers. This was an incredibly inspiring and moving event, which celebrated the achievements of several young people who have been supported by The Prince's Trust's programmes. The event received extensive press coverage, thanks in part to the attendance of a number of celebrity ambassadors, but also due to the exceptional stories told by the young people involved.
5. 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"> <li>• Brixton Blog</li> <li>• City AM</li> <li>• City Matters</li> <li>• Croydon Advertiser</li> <li>• East London Advertiser</li> <li>• Epsom Guardian</li> <li>• Ham&amp;High</li> <li>• KCW Today</li> <li>• Newham Recorder</li> <li>• The Croydon Guardian</li> <li>• Wandsworth Guardian</li> <li>• This is Local London</li> <li>• Your Local Guardian</li> </ul>	<p>CBT Twitter:</p> <ul style="list-style-type: none"> <li>• 5,614 followers (up by 221 since last meeting)</li> <li>• 73.7K impressions* between 01/03/18 &amp; 18/02/18</li> </ul> <p>CBT Website:</p> <ul style="list-style-type: none"> <li>• 4,823 users</li> <li>• 7,546 sessions</li> </ul>
Regulators & politicians	<ul style="list-style-type: none"> <li>• London Borough of Culture Partners Board Meeting</li> <li>• Centre for Social Justice Awards</li> <li>• Participatory City Funders Board Meeting</li> <li>• Investment Committee Dinner</li> <li>• APPG for London</li> <li>• The Queen Elizabeth Diamond Jubilee Trust Reception</li> <li>• NCVO Reception &amp; dinner</li> <li>• CHOGM Banquet</li> <li>• Prince's Trust Event</li> </ul>	<ul style="list-style-type: none"> <li>• City AM</li> <li>• City Matters</li> <li>• London Economic</li> </ul>	n/a

Audience	Face to face	Online and Printed Media channels	Online content
Immediate stakeholders**	<ul style="list-style-type: none"> <li>• Tower Bridge Reception</li> <li>• The Prince's Trust National Awards</li> <li>• Money Advice Service Workshop</li> <li>• Barbican Performance</li> <li>• Synergy Theatre Project Event</li> <li>• Prince's Trust Meeting</li> <li>• Participatory City Funders Board Meeting</li> <li>• NCVO Board Meeting</li> <li>• Tower Bridge Performance</li> <li>• Channel 4 London Youth Awards</li> <li>• Somerset House Launch</li> <li>• Worshipful Company of Information Technologists Launch</li> <li>• Bromley Community Links Visit</li> <li>• Prince's Trust Event</li> <li>• EY Mosaic's Awards</li> <li>• The Poetry Society Awards</li> <li>• Spark Inside Seminar</li> <li>• ACF Mental Health Network Forum</li> <li>• Islington Giving Funding Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Charity Finance article</li> <li>• Charity Today</li> <li>• Children &amp; Young People Now</li> <li>• City AM</li> <li>• City Matters</li> <li>• Civil Society</li> <li>• Fundraising Magazine</li> </ul>	<ul style="list-style-type: none"> <li>• News items on the CoL intranet and e-bulletin.</li> <li>• Regular updates in the Members' Briefing.</li> </ul>

Audience	Face to face	Online and Printed Media channels	Online content
Other funders, policy makers & key commentators	<ul style="list-style-type: none"> <li>• Mercers Company Meeting</li> <li>• London Resilience Workshop</li> <li>• Systems Change Group Meeting</li> <li>• Worshipful Company of Information Technologists Launch</li> <li>• City Funders roundtable</li> <li>• ACF Older People Network</li> <li>• NCVO Reception &amp; dinner</li> <li>• Islington Giving Funding Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Charity Finance article</li> <li>• Charity Today</li> <li>• Civil Society</li> </ul>	n/a

\* 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

1<sup>st</sup> March – 18th April 2018

Organisation	Publication & Weblink	Readership / Audience	Detail	Coverage	Date
City Bridge Trust	<a href="#">Civil Society</a>	12,000	An opinion piece about charities being transparent and open data. City Bridge Trust is referenced.	National trade	01/03/18
Eye Music trust	<a href="#">City Matters</a> (internal only)	20,000	Alison Gowman is quoted in an article on the Trust's recent donation towards a series of therapeutic workshops for children with special education needs	Local	01/03/18
Helen Bamber Foundation	<a href="#">Ham&amp;High</a> (internal only)	2,400	A piece on a recent grant of £100,000 to help refugees and asylum seekers in London.	Local	09/03/18
CBT	<a href="#">Fundraising Magazine</a> (internal only)	N/A	Alison Gowman shares her tips on putting together the perfect grant application in a magazine aimed at professional fundraisers.	Trade	09/03/18
London Youth	<a href="#">Children &amp; Young People Now</a>	16,000	A reported on a grant of £400,000 towards sports programmes for girls and disabled young people, funding a young 'City Leaders' initiative and research into the needs of London's youth.	Trade	09/03/18

Organisation	Publication & Weblink	Readership / Audience	Detail	Coverage	Date
High Trees	<a href="#">Brixton Blog</a>	12,000	A report on a recent award of three-year funding for a “Strength in Words” programme which will work with individuals to improve their English through a programme of classroom based ESOL courses, conversation clubs, learning trips and community volunteering.	Local	09/03/18
Age UK	<a href="#">Yorkshire Post</a>	254,407	A grant for a pilot project to tackle scams targeting the elderly was featured.	Local	19/03/18
Bridge to Work	<a href="#">City AM</a>	513,861	Lord Mayor of the City of London, Charles Bowman referenced the Trust’s Bridge to Work programme in his column on the importance of removing the stigma around mental health in the City.	London	19/03/18
Social Investment Fund	<a href="#">Charity Today</a>	50,000	Peter Hewitt, Chairman of the Social Investment Board is quoted announcing that the Social Investment Fund has made 20 investments, totalling nearly £13m since 2012, have helped marginalised people right across the UK with particular successes in London.	Trade	21/03/18
CARAS (Community Action for Refugees and Asylum Seekers)	<a href="#">London Economic</a>	122,984	A story on a recent grant to provide language classes for refugees in south London.	London	23/03/18

Organisation	Publication & Weblink	Readership / Audience	Detail	Coverage	Date
CARAS	<a href="#">Charity Today</a>	50,000	As above.	Trade	23/03/18
London APPG	<a href="#">Civil Society</a>	12,000	Coverage of the London All Party Parliamentary Group in in Chairman Alison Gowman spoke about the funding landscape in London and City Bridge Trust.	Trade	23/03/18
4in10	<a href="#">KCW Today</a>	60,000	The Trust is referenced in an article about the 4in10 project supporting children in London living in poverty.	Local	26/03/18
CARAS	<a href="#">The Croydon Guardian</a>	55,288	As above.	Local	26/03/18
CARAS	<a href="#">Croydon Advertiser</a>	117,179	As above.	Local	26/03/18
CARAS	<a href="#">This is Local London</a>	18,814	As above.	Local	27/03/18
CARAS	<a href="#">The Wandsworth Guardian</a>	51,309	As above.	Local	27/03/18
Social Investment Fund	<a href="#">City Matters</a>	20,000	As above	London	28/03/18



Organisation	Publication & Weblink	Readership / Audience	Detail	Coverage	Date
Alternatives Trust	<a href="#">Charity Today</a>	50,000	A story about a grant to support vulnerable pregnant women in East London. The cash has been given to the charity to support the women and their families find a hostel or refuge as well as long-term housing and immigration status.	Trade	29/03/18
Alternatives Trust	<a href="#">Newham Recorder</a>	31,029	As above.	Local	29/03/18
Alternatives Trust	<a href="#">East London Advertiser</a>	15,907	As above	Local	29/03/18
Responsible Investment	<a href="#">Charity Finance article</a> (internal only)	12,000	Andrew McMurtrie, Chairman of the City of London Corporation's Financial Investment Board, is quoted in an article about the City Corporation's stance on responsible investment	Trade	04/04/18
Children's Trust	<a href="#">Epsom Guardian</a>	30,500	The City of London Corporation's charitable arm, City Bridge Trust is referenced in Epsom Guardian, for its grant to the organisation, which supports children with brain injuries.	Local	16/04/18
Children's Trust	<a href="#">Your Local Guardian</a>	30,500	As above	Local	17/04/18

### Appendix 3: Events Attended 1st March – 19th April 2018

Date	Host Organisation	Type of Event	City of London's Representative	Location / Borough	Summary
05/03/18	Tower Bridge	Reception	Chairman Alison Gowman, Deputy Chairman, Peter Dunphy, David Farnsworth & other Trust staff	Tower Bridge Engine Rooms	A private viewing of the Bridge House Estates Exhibition
06/03/18	The Prince's Trust	National Awards	Deputy Chairman, Chief Commoner, Peter Dunphy, Sandra Davidson, Shegufta Rahman & Martin Hall	London Palladium	Annual National Prince's Trust Awards Ceremony
08/03/18	Mercers Company	Meeting	Chairman Alison Gowman	City of London	Meeting with Rob Abernethy Clerk to the Mercers' Livery Company to discuss Livery liaison.
09/03/18	London Resilience	Workshop	David Farnsworth	Livery Hall	Community Resilience Workshop.
12/03/18	Money Advice Service	Workshop	Sandra Jones	Camden	Funders Insight and Evaluation Cohort with Money Advice Service.

Date	Host Organisation	Type of Event	City of London's Representative	Location / Borough	Summary
13/03/18	Barbican	Performance	Chairman Alison Gowman	Barbican	A performance of the Barbican Box initiative with schools supported by the Trust.
13/03/18	Synergy Theatre Project	Event	Sandra Davidson	Oval House, Lambeth	An opportunity to see a theatre production by prisoners and ex-prisoners called 'Blackout' a true story of a young man boy charged with attempted murder.
13/03/18	GLA	London Borough of Culture – Partners Board Meeting	Jack Joslin	London Wide	Opportunity for the board to meet the representatives of Waltham Forest to discuss their winning programme.
13/03/18	Centre for Social Justice	Awards	Jeremy Mayhew, Member	Central London	An event at which organisations which impressively help turn around people's lives were recognised.
13/03/18	Systems Change Group	Meeting	Jenny Field	London Funders	Regular meeting attended by various trusts & foundations.
14/03/18	Prince's Trust	Meeting	Chairman Alison Gowman	City of London	A quarterly strategic meeting.

Date	Host Organisation	Type of Event	City of London's Representative	Location / Borough	Summary
19/03/18	Barking and Dagenham Council	Participatory City – Funders Board Meeting	Jack Joslin	Barking and Dagenham	Meeting to discuss the implementation of the Participatory Programme in B&D.
19/03/18	NCVO	Board Meeting	Jenny Field	Islington	A Board meeting for NCVO, of which your Officer is a Trustee.
20/03/18	Tower Bridge	Performance	Chairman Alison Gowman	Tower Bridge	A visit to see the Blackout performance at Tower Bridge.
20/03/18	City of London	Investment Committee Dinner	Members and officers	Barbican	The Chief Executive of LandAid (a City Bridge Trust grantee) gave the keynote address at this dinner.
21/03/18	Channel 4	London Youth Awards	Jack Joslin	London Wide	London Youth Awards Ceremony and AGM.
21/03/18	Somerset House	Launch	Tim Wilson	Somerset House	The launch of Edible Utopia, an initiative bringing some of the public space at Somerset House into use as an area to grow food.

Date	Host Organisation	Type of Event	City of London's Representative	Location / Borough	Summary
21/03/18	Parliament	All Party Parliamentary Group for London	Chairman Alison Gowman together with several Trust officers	Westminster	The APPG heard submissions from City Bridge Trust, London Funders, Trust for London and Beyond Food regarding challenges and opportunities facing the sector in the capital.
26/03/18	Worshipful Company of Information Technologists	Launch	Chairman Alison Gowman	City of London	The launch of the Worshipful Company of Information Technologists Award for Charity.
27/03/18	Bromley Community Links	Visit	Chairman Alison Gowman, Julia Mirkin	Bromley	Attended a learning visit with Julia Mirkin at Trust grantee Bromley Community Links.
27/03/18	Prince's Trust	Event	Chairman Alison Gowman	Sea Containers' House	Enterprise ambassadors event.
28/03/18	EY	Mosaic's Regional Enterprise Challenge Awards	Shegufta Rahman	Canary Wharf	Your officer sat on the judges panel for this regional final event.
28/03/18	The Poetry Society	National Awards Ceremony	Shegufta Rahman	Savile Club	Annual Ted Hughes Award and National Poetry Competition Awards Reception.

Date	Host Organisation	Type of Event	City of London's Representative	Location / Borough	Summary
29/03/18	Spark Inside	Seminar	Jack Joslin	London Wide	A Seminar showcasing the Hero's Journey life coaching provision Spark Inside deliver for young people in the Prison System.
04/04/18	City of London	City Funders roundtable	David Farnsworth, Tim Wilson	London Funders	A round-table meeting of City-based funders (including several Livery Companies) to discuss areas of common concern and possible collaboration.
11/04/18	Association of Charitable Foundations (ACF)	Older People Network	Sandra Davidson	ACF	A meeting with of funders with a shared interest looking at ways of tackling loneliness in older age. Guest speakers were from the Campaign to End Loneliness.
11/04/18	Tricycle Theatre	Launch/reception	Ciaran Rafferty	Kilburn	An event to launch the theatre's new name – Kiln Theatre
11/04/18	GLA	Meeting	Ciaran Rafferty	City Hall	A meeting to discuss the delivery of the Mayor's £45m investment in young people

Date	Host Organisation	Type of Event	City of London's Representative	Location / Borough	Summary
16/04/18	ACF	Mental Health Network Forum	Kate Moralee	Camden	Main content of the discussion is mental health during pregnancy and the first year after birth
16/04/18	The Queen Elizabeth Diamond Jubilee Trust	Reception	Chief Commoner, David Farnsworth & Scott Nixon	Tower Bridge	Event held as part of the Commonwealth Heads of Government Meeting, which brought together NGOs, funders and officials, with a particular focus on the issue of avoidable blindness in Commonwealth countries.
16/04/18	NCVO	Reception & dinner	Jenny Field	Central London	An annual event attended by civil society sector leaders.
17/04/18	Cripplegate Foundation	Islington Giving Funding Panel	Kate Moralee	Camden	Funding Panel making decisions for Islington Giving.
17/04/18	City of London	CHOGM Banquet	David Farnsworth	Guildhall	A banquet for Commonwealth Leaders, hosted by The Lord Mayor Charles Bowman. Speakers included billionaire philanthropist Bill Gates.

Date	Host Organisation	Type of Event	City of London's Representative	Location / Borough	Summary
17/04/18	Paul Hamlyn Foundation	Research findings	Ciaran Rafferty	King's Cross	A seminar to share findings of research into how to engage young people in social action
18/04/18	Prince's Trust	Event	David Farnsworth, Dhruv Patel	St James's Palace	Event held as part of the Commonwealth Heads of Government Meeting.
19/04/18	Home Office	Consultation seminar	Ciaran Rafferty	SW1	Consultation with a small group of trusts/foundations on vulnerable people and abuse.



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