



The City Bridge Trust Committee

Date: FRIDAY, 6 JULY 2018
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Alderman Alison Gowman (Chairman)
Dhruv Patel OBE (Deputy Chairman)
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)

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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. **MINUTES**
To agree the minutes and non-public summary of the meeting held on 2 May 2018.
For Decision
(Pages 1 - 12)
4. **OUTSTANDING ACTIONS**
Report of the Town Clerk.
For Information
(Pages 13 - 14)
5. **PROGRESS REPORT**
Report of the Chief Grants Officer and Director of City Bridge Trust
For Information
(Pages 15 - 18)
6. **CORPORATE VOLUNTEERING STRATEGY 2018-2023**
Report of the Head of Corporate Strategy and Performance
For Information
(Pages 19 - 34)
7. **INVESTING IN LONDONERS STATISTICAL REPORT**
Report of the Chief Grants Officer and Director of City Bridge Trust
For Information
(Pages 35 - 48)
8. **RESETTLEMENT AND REHABILITATION OF OFFENDERS**
Report of the Chief Grants Officer and Director of City Bridge Trust
For Information
(Pages 49 - 54)
9. **GRANT BUDGET AND APPLICATIONS TODAY**
Report of the Chief Grants Officer and Director of City Bridge Trust
For Decision
(Pages 55 - 58)

10. **GRANTS ANALYSIS, TRENDS AND MANAGEMENT**
Report of the Chief Grants Officer and Director of City Bridge Trust

For Decision
(Pages 59 - 62)

11. **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 63 - 64)

- a) Prisoners Abroad (Pages 65 - 70)
- b) Cranfield Trust (Pages 71 - 76)
- c) Ealing CVS (Pages 77 - 80)
- d) Trust for London (Pages 81 - 86)
- e) Refugee Action Kingston (Pages 87 - 90)
- f) Roots and Shoots (Pages 91 - 92)
- g) Stepney City Farm Ltd (Pages 93 - 96)
- h) CHANCE UK (Pages 97 - 98)
- i) Metro Centre Limited (Pages 99 - 100)
- j) Spear Housing Association Ltd (Pages 101 - 104)
- k) Spitalfields Crypt Trust (Pages 105 - 106)
- l) Equal People Mencap (Pages 107 - 108)
- m) Holborn Community Association (Pages 109 - 110)
- n) One-To-One (Enfield) (Pages 111 - 114)
- o) Vineyard Congregational Church (Pages 115 - 116)
- p) Age UK Bexley (Pages 117 - 118)
- q) Kingston Carers Network (Pages 119 - 120)
- r) London Children's Ballet (Pages 121 - 122)

- s) Bangladesh Youth Movement (BYM) (Pages 123 - 124)
- t) Brixton Advice Centre (Pages 125 - 126)
- u) Cambridge House (Pages 127 - 130)
- v) Child Poverty Action Group (Pages 131 - 134)
- w) Key4Life (Pages 135 - 138)
- x) CVS Brent (Pages 139 - 140)
- y) London Play (Pages 141 - 144)
- z) Partnership for Young London (Pages 145 - 146)
- aa) Pro Bono Economics (Pages 147 - 148)

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

For Decision/Information

- a) Applications Recommended for Rejection (Pages 149 - 156)
- b) Stepping Stones Applications Rejected Under Delegated Authority
(Pages 157 - 166)
- c) Funds Approved under Delegated Authority (Pages 167 - 168)
- d) Withdrawn and Lapsed Applications (Pages 169 - 172)
- e) Variations to Grants/Funds Awarded (Pages 173 - 174)
- f) Reports on Learning Visits (Pages 175 - 182)
- g) City Bridge Trust Communications and Events Attended (Pages 183 - 198)

13. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

14. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS TO BE URGENT

15. 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

16. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 2 May 2018.

For Decision
(Pages 199 - 202)

17. **PHILANTHROPIC HUB**

Report of the Chief Grants Officer and Director of City Bridge Trust

For Decision
(Pages 203 - 212)

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

Report of the Chief Grants Officer.

For Information
(Pages 213 - 216)

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

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

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THE CITY BRIDGE TRUST COMMITTEE

Wednesday, 2 May 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
Dhruv Patel
Deputy Jamie Ingham Clark
Karina Dostalova
Peter Dunphy

Deputy Edward Lord
Jeremy Mayhew
Wendy Mead
Paul Martinelli
Deputy Dr Giles Shilson

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
Jack Joslin	- The City Bridge Trust
Kate Moralee	- The City Bridge Trust
Fiona Rawes	- Town Clerk's Department
Ciaran Rafferty	- The City Bridge Trust
Shegufta Rahman	- The City Bridge Trust
Tim Wilson	- The City Bridge Trust
Kristina Drake	- Communications Team

1. APOLOGIES

Apologies were received from Simon Duckworth, Marianne Fredericks, Alderman Alastair King and Ian Seaton.

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

The Deputy Chairman and Jamie Ingham Clark declared an interest by virtue of being members of the Clothworkers Company.

3. ORDER OF THE COURT OF COMMON COUNCIL

The Committee received an Order of the Court of Common Council of 19 April 2018 appointing the Committee and approving its Terms of Reference.

4. **ELECTION OF CHAIRMAN**

The Committee proceeded to elect a Chairman in accordance with Standing Order No.29. The Town Clerk read a list of Members eligible to stand and Alderman Alison Gowman, being the only Member who expressed her willingness to serve, was duly elected as Chairman of the Committee for the ensuing year.

5. **ELECTION OF DEPUTY CHAIRMAN**

The Committee proceeded to elect a Deputy Chairman in accordance with Standing Order No.30. The Town Clerk read a list of Members eligible to stand and Dhruv Patel, being the only Member who expressed his willingness to serve, was duly elected as Chairman of the Committee for the ensuing year.

The Chairman welcomed charities in attendance and members of the public to the meeting, before congratulating re-appointed Members and welcoming new Member Deputy Jamie Ingham Clark to the meeting. The Chairman then welcomed Dominic Phinn, representative from ClientEarth (sic), to the meeting.

The Committee was advised that the work of the charity was to enforce environmental regulations and work with business to inform future regulations and encourage them to support and advocate for environmental responsibility. The organisation had built up their network and built good relationships with business, and had hosted events attended by a number of major international companies. It was key to gauge the opinion of businesses on what policies they felt were needed to reduce environmental impact, and what policies businesses would support.

For the next year, the focus was to be on mobilising businesses to advocate for environmental responsibility, continuing to search for potential partners, conducting a business survey and consultations, and increasing media visibility. ClientEarth wanted to see an expanded Ultra-Low Emissions Zone (ULEZ) for London and were making a case for strong fiscal incentives for cleaner transport. They wanted businesses to take action and be leaders and feel supported in doing so.

In response to a query from a Member, the Committee was informed that the biggest barrier to business engagement was that it was sometimes hard to make the business case for more environmentally-friendly practices, as it could be very expensive. There was an appetite to do more amongst business, so success for ClientEarth was to remove any barriers to action that they could, and they felt that they were making progress in doing so.

The Committee thanked Dominic Phinn for attending and for his presentation to Members.

6. **MINUTES**

The Committee noted an error on pages 10 and 11, a correction for which had been circulated to Members.

The Committee also noted an error in the attendance wherein an officer who had not attended the meeting was listed as in attendance.

RESOLVED – That, pending the above corrections, the public minutes and non-public summary of the meeting held on 14 March 2018 be agreed as an accurate record.

7. **APPOINTMENT TO THE SOCIAL INVESTMENT BOARD**

RESOLVED – That Alderman Alison Gowman, as Chairman, and Dhruv Patel be appointed as the City Bridge Trust’s Committee’s appointments to the Social Investment Board.

8. **OUTSTANDING ACTIONS**

The Committee received a list of outstanding actions. The Chairman noted that there were individual skills audits from Members outstanding and urged Members to submit them if they had not already done so. The Committee noted that other outstanding actions were in progress or on the agenda.

RESOLVED – That the Outstanding Actions update be noted.

9. **PROGRESS REPORT**

The Committee received the regular progress report of the Chief Grants Officer (CGO) and Director of City Bridge Trust, and discussed the updates provided.

Bridging Divides

Bridging Divides had been launched in operational form and was live on the City Bridge Trust website. Officers were on top of any improvements that had been suggested and there had been some good communications work around the launch. Learning partner Renaisi had been engaged and had started work with a productive first session.

Central Grants Programme (CGP)

The Committee noted that the Resource Allocation Sub-Committee and Policy & Resources Committee had agreed to support the implementation of the CGP on a permanent basis from 1 April 2018, following the successful pilot of the programme. This was felt to be a good reflection on City Bridge Trust.

Wembley National Stadium Trust

The Committee noted that the possible sale of Wembley Stadium by the FA had been in the news. Whilst there was nothing to report at this stage, the Trust would have options in the event of a sale.

Centre for Social Justice (CSJ)

The CGO and Director of City Bridge Trust informed the Committee that he had met with Centre for Social Justice representatives about the work of the City

Bridge Trust and shared ideas and opportunities. The CSJ was doing work that may be eligible for funding under the Bridging Divides strategy.

RESOLVED – That the report be noted.

10. **TOWARDS A SUSTAINABLE FUTURE: THE CITY OF LONDON CORPORATION'S RESPONSIBLE BUSINESS STRATEGY, 2018-23**

The Committee received a report of the Chamberlain and the CGO and Director of City Bridge Trust presenting the current draft of 'Towards a Sustainable Future: The City of London Corporation's Responsible Business Strategy, 2018-2023'. The strategy presented an opportunity to build on and find new areas of work and to improve the City of London Corporation's impact across all its activities, particularly through business and work with others. The strategy was part of the Corporate Plan for the next five years and would be presented to several Committees for feedback before a final version would seek approval from the Policy & Resources Committee in July 2018.

Members suggested that the strategy could do more to bring out the good work on air quality that had already been done, and be clear about how different strategies could be brought together and interact as part of the wider Corporate Plan. The Committee was informed that the Corporate Strategy and Performance team were developing a pipeline to track existing and emerging strategies. Members were welcome to communicate any further feedback after the meeting.

RESOLVED – That the City Bridge Trust Committee note the current draft version of 'Towards a Sustainable Future: The City of London Corporation's Responsible Business Strategy, 2018-2023' and give their feedback, as above, for officers to incorporate into the final version to be presented to the Policy & Resources Committee.

11. **PHILANTHROPY STRATEGY**

The Committee considered a report of the CGO and Director of City Bridge Trust, providing the draft Philanthropy Strategy for the Committee's consideration and approval, together with the underpinning rationale and details of proposed next steps. The strategy would speak to both the City of London Corporation as an organisation and the Corporation as trustee of Bridge House Estates, as whilst they would be appropriately divided with regards to governance the aim was for operational alignment.

To reinforce the alignment point, the Head of Philanthropy Strategy had worked with the Corporate Strategy team as part of the Bridge House Estates task and finish group, and had been involved in the work on other strategies. The Philanthropy Strategy would help guide volunteers and grantees as well as City Bridge Trust and the Corporation. City Bridge Trust had been a leader in the field and had done a lot of great work, and through the strategy could demonstrate its good practice and help to lead in driving up standards. One of the key messages from background scoping and consultation was that the Corporation and City Bridge Trust should make sure they were harnessing their unique position and roots in sectors to maximum effect.

The three key pillars of the strategy were role-modelling, collaboration and awareness-raising, with a philanthropic focus on reducing inequality and increasing social mobility. City Bridge Trust would also monitor what others were doing to facilitate collaboration and ensure they could drawdown on global good practice. An implementation plan for the strategy would be brought back to the Committee in the autumn.

Members agreed with the direction of travel and gave their feedback. Members suggested that the strategy do more to bring out the work that the Corporation did in the volunteering sector, and that the strategy could also make reference to The Honourable The Irish Society. The Committee was informed that there was work ongoing on a Volunteering Strategy and this would be brought into the implementation plan. The strategy would be updated and circulated before going on to Policy & Resources for approval, and the Court of Common Council.

RESOLVED – That the City Bridge Trust Committee:

- a) Approve the strategy set out in the ‘Proposals’ section of the report (with a summary set out in Appendix 4); and
- b) Review the proposed next steps set out in Paragraph 19 of the report, and provide feedback, as above, on the proposals outlined.

12. **RISK REGISTER FOR BRIDGE HOUSE ESTATES**

The Committee considered a report of the Chamberlain and the CGO and Director of City Bridge Trust, providing the Committee’s section of the key risks register for Bridge House Estates (BHE) for review. The Committee noted that the risks relating to Bridge House Estates were split between the six Committees which managed elements of it, and the risk register for City Bridge Trust contained the risks relating to the element overseen by the City Bridge Trust Committee.

A new risk had been introduced, the risk of grants not being used for its intended purpose. This would be mitigated through the evaluation process and rigorous grants management and monitoring systems in place. Safeguarding breaches at funded organisations carried a reputational risk, and to mitigate this City Bridge Trust had brought an updated safeguarding policy to the Committee for approval.

In response to a query from a Member, the Committee was advised that it was planned to transfer the risk register onto the Corporate template for risk registers. A Member raised a query that the Committee agreed to discuss in the non-public section of the meeting.

RESOLVED – That the City Bridge Trust Committee:

- 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 Bridge House Estates risk register.

13. SAFEGUARDING REQUIREMENTS FOR GRANTEES AND THE TRUST

The Committee considered a report of the CGO and Director of City Bridge Trust setting out the Charity Commission's guidance on safeguarding for charities and funders. The report followed on from discussions at a previous meeting. A review of the Trust's policy was timely as the issue had been in the media and there was new and repeated advice and guidance from the Charity Commission to incorporate into practices. The report sought approval to implement improvements to current policy.

All organisations are required to have a policy and practice relating to safeguarding, not only organisations in the children and young people sector, and the Trust had a responsibility as a funder to check that the organisations it worked with were compliant. Other funders were also looking at this and City Bridge Trust wanted to be part of a co-ordinated approach to a coherent and constructive process. There was a requirement for Member training that officers would try to incorporate into the Committee's strategic away half-day in October.

RESOLVED – That the City Bridge Trust Committee:

- a) Note the report;
- b) Agree the processes as outlined in paragraphs 10-15 of the report;
- c) Instruct officers to arrange appropriate training for staff and Members to take place within the next six months; and
- 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.

14. LONDON YOUTH QUALITY MARK AWARDS SCHEME - AMENDMENTS

The Committee considered a report of the CGO and Director of City Bridge Trust proposing some amendments to the existing partnership scheme with London Youth which provided support to those youth organisations achieving the London Youth Quality Mark.

RESOLVED – That the City Bridge Trust Committee:

- 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 of the report; and

- c) Instruct officers to bring a report to the 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.

15. **GRANTS BUDGET AND APPLICATIONS TODAY**

The Committee received a report of the CGO and Director of City Bridge Trust summarising grant applications recommended for decision at the meeting, and those that have been considered since the last meeting under the schemes of delegation.

RESOLVED – That the report be noted.

16. **GRANTS ANALYSIS, TRENDS AND MANAGEMENT**

The Committee received a report of the CGO and Director of City Bridge Trust providing an update on progress against the 2018/19 grants budgets and summarising grants awarded and in management. The Committee noted that officers were looking at possible other ways of presenting the data and were always looking to improve in this area.

RESOLVED – That the report be noted.

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

a) **Indoamerican Refugee and Migrant Organisation**

APPROVED £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 to make the project viable.

b) **Baobab Centre for Young Survivors in Exile**

APPROVED £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.

c) **Beyond Youth CIC**

The Committee noted that the revised application had extended the programme from two to three years, and that conditions had been added due to the organisation's financial position.

APPROVED £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.

d) **KEEN London**

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

e) **Polka Children's Theatre Limited**

The Committee noted that the reserves listed in the organisation's application were mostly held against fixed assets, which were usually removed from calculations.

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

f) **Whittington Park Community Association**

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

g) **Age UK Redbridge, Barking and Havering**

The Committee noted that the grant was conditional on later years funding.

APPROVED £126,460 over three 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.

h) **Alzheimer's Society**

APPROVED £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.

i) **My Life Films**

The Committee noted the amount recommended was a significant reduction from the amount requested. This was a continuation of the initial level of funding, as was usual City Bridge Trust practice.

APPROVED £48,000 over two 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.

j) **Migrants Resource Centre**

APPROVED £94,500 over three 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.

k) **Redbridge Citizens Advice Bureau**

APPROVED £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.

l) **Release Legal Emergency and Drugs Service Ltd**

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

m) **Tower Hamlets Law Centre**

APPROVED £150,000 over three 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.

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

APPROVED £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.

o) **Sutton Borough Volunteer Bureau**

The Committee noted the revision to the amount requested.

APPROVED £119,300 over three 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.

p) **West London Zone**

APPROVED £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).

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

a) **Applications Recommended for Rejection**

The Committee considered a report of the CGO and Director of City Bridge Trust detailing 10 grant applications or Eco-Audit requests that were recommended for rejection.

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

b) **Funds Approved under Delegated Authority**

The Committee received a report of the CGO and Director of City Bridge Trust which advised Members of four expenditure items, totalling £7,966, which had been presented for approval under delegated authority to the CGO and Director of City Bridge Trust in consultation with the Chairman and Deputy Chairman.

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

c) **Withdrawn and Lapsed Applications**

The Committee received a report of the CGO and Director of City Bridge Trust which provided details of five applications which had been withdrawn or had lapsed.

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

d) **Variations to Grants Awarded**

The Committee received a report of the CGO and Director of City Bridge Trust which advised Members of a variation to two grants agreed by the Chief Grants Officer since the last meeting.

RESOLVED – That the report be noted.

e) **Report on Learning Visits**

The Committee received a report of the Chief Grants Officer about two visits that had taken place. The Chairman reminded Members that they were welcome to attend learning visits and to get in touch with officers if they were interested in attending any of the upcoming visits.

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

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

The Committee received a report of the CGO and Director of City Bridge Trust updating on the communications work of the City Bridge Trust. The Committee noted that there was lots going on due to the launch of Bridging Divides, and continued good levels of engagement.

The Committee was advised that the Chairman had appeared before the All Party Parliamentary Group (APPG) for London. Four organisations would be working together to produce a report on the role of the Charitable and Social Enterprise Sectors in London that would be published through the APPG. The CGO and Director of City Bridge Trust informed the Committee that he had attended the recent Commonwealth Heads of Government Meeting, and had been able to speak to a number of leaders about the work of the Trust, as well as Microsoft founder Bill Gates.

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

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

There were no questions.

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

There was no other business.

21. **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
22 - 26	3
27 - 29	-

22. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 14 March 2018 be agreed as an accurate record.

23. **SUPPORT FOR YOUNG LONDONERS - A JOINT APPROACH WITH THE GREATER LONDON AUTHORITY**

The Committee considered a report of the CGO and Director of City Bridge Trust.

24. **STEPPING STONES FINANCE FACILITY UPDATE**

The Committee considered a report of the CGO and Director City Bridge Trust.

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

The Committee considered a report of the CGO and Director of City Bridge Trust.

26. **WAIVER REQUEST**

The item was withdrawn.

27. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no non-public questions.

28. 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.

29. CONFIDENTIAL MINUTES

RESOLVED - That the confidential minutes of the meeting held on 14 March 2018 be agreed as a correct record.

The meeting closed at 3.20 pm

Chairman

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

The City Bridge Trust Committee – Outstanding Actions

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
1.	20 September 2017	“Task & Finish” group to be established to look at how the City of London Corporation could be the most effective trustee of Bridge House Estates	CBT Team and Town Clerk	July 2018	The Task & Finish Group has been established and meets regularly
2.	31 January 2018	Individual Member Skills Audit and Committee Effectiveness Evaluation	CBT Team and Town Clerk	September 2018	Updates and Findings to be brought to September 2018 Committee
3.	31 January 2018	Officers to consult with HM Prison Service about gaps in the provision	CBT Team	July 2018	Paper to July 2018 CBT Committee
4.	14 March 2018	Prince’s Trust	CBT Team / Town Clerk	September / October 2018	Prince’s Trust liaison officer to present to the Committee on the work of the Prince’s Trust
5.	2 May 2018	Philanthropy Strategy	CBT Team / Town Clerk	September 2018	Updated and finalised version to be brought to CBT for approval before being presented to P&R

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Committee: City Bridge Trust (CBT)	Dated: 6 th July 2018
Subject: Progress Report	Public
Report of: Chief Grants Officer and Director of City Bridge Trust (CGO)	For Information

Summary

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

- Philanthropy Strategy
- CGO Visit to New York accompanying the Lord Mayor
- Investing in Londoners/Bridging Divides applications
- Cornerstone Fund
- Stepping Stones Fund
- Compliance Visits
- Support for Mayor's Young Londoners Fund
- Partnership funding with other grant-makers
- Appointments to BBC Children in Need London & SE Grants Committee

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. Ben Banks, Senior Trust's manager at Barnardo's has been invited to this committee. Barnardo's were awarded funds to cover the salary of one Full time post as part of a wider initiative to address child sexual exploitation in London.

Philanthropy Strategy

2. Following your approval, last month, to the Philanthropy Strategy, your Head of Philanthropy Strategy secured approval to the Strategy from the Policy and Resources Committee on 7th June. The Strategy will be included for information for the Court of Common Council's meeting this month. Fiona will

now embark on implementation planning and return to this Committee for approval of the implementation plan at your meeting on 24th October.

CGO Visit to New York accompanying the Lord Mayor

3. On Friday 1st June, your CGO accompanied the Lord Mayor (LM) on a visit to New York. The primary aims of the visit were for the LM to learn about NY best practice in philanthropy and deepen connections and partnerships with relevant London areas of activity (focusing on cross-sectoral initiatives between the private, governmental and community Voluntary sectors).
4. Visits were undertaken to three organisations: [Open Society Foundations](#), [Unbound Philanthropy](#) and the [Robin Hood Foundation](#).

Investing in Londoners/Bridging Divides applications

5. You will recall that Bridging Divides officially opened for applications on 23rd April. As at 19th June there have been 24 applications received, 2 of which are for Small Grants. Prior to the opening a 2-week window was made available for organisations wishing to complete an Investing in Londoners (IIL) application prior to its full closure. Approximately 80 IIL applications were received in those last few days – many more than anticipated. Your officers have focused on IIL applications for this Committee, but it is intended to bring some Bridging Divides proposals as well as IIL ones to the September meeting. At the time of writing your officers had delivered, or have scheduled, presentations of your Bridging Divides programmes in 10 boroughs.

Cornerstone Fund

6. The closing date for the Cornerstone Fund (the additional funding of £3m that was approved to establish a strategic fund for civil society infrastructure support of which £2.8m remains) applications was on Friday 1st June 2018. A total of 21 applications were received, only one of which had failed to address the programme's priorities and outcomes.
7. You may re-call this has a two-stage application process. The Funders' Panel¹ is due to meet on 11th July 2018 to decide which applications should be recommended to receive grants of up to £20,000 in order to develop their bid to Stage 2. The applicant will then follow the application process of whichever funder considers a particular proposal best aligns with their interests.

Stepping Stones Fund

8. The fifth round of the Stepping Stones Fund (the social investment readiness scheme for London's charities and social enterprises) is well underway. This is a grants' programme run in collaboration with UBS. Applicants will pitch to selection panels in July, and final awards will be approved in September.

¹ comprising representatives from Big Lottery Fund, Trust for London, Mercers Company, John Lyons Charity, Cripplegate Foundation, Greater London Authority, London Councils and London Funders

£550,000 is available in the current round. Your papers include a note of those organisations who were unsuccessful in the first stage of the application process, many of whom will have sought and received feedback by the date of your meeting. We continue to develop a follow-on finance facility for Stepping Stones alumni, offering low-cost loans to those who are at the start of their enterprise journey. We aim to launch this in September 2018.

Compliance Visits

9. Your November 2017 meeting approved a risk-based approach to managing situations where Trust staff had concerns about the quality and accuracy of grantee reporting. The compliance review method was developed in consultation with the Corporation's Internal Audit team as well as the Head of Charity and Social Investment Finance from the Chamberlain's Department. Compliance visits are triggered following evidence of concern including: delayed returns to the Charity Commission; significant change in turnover; the change of City Bridge Trust-funded post-holder without prior notification. They can also be triggered at the request of a Grant Officer should s/he have concerns about the information they receive from their grantee. Since the new approach was introduced, five compliance reviews have taken place and they have all highlighted capacity issues on the part of the grantees for which the Trust has been able to provide support. No evidence of fraud or mismanagement has been found.

Support for Mayor's Young Londoners Fund

10. At its meeting on 17th May the Court of Common Council agreed your recommendation to support the Mayor's Young Londoners Fund (YLF) with £1m towards the costs of providing a range of wrap-around support to those organisations which receive funding from the YLF. Your officers have been engaging with the GLA and potential delivery partners on the allocation of these funds and specific information on this will be available at your October meeting. Some officer time from within the staff team will also be available to the GLA – at their request – to assist with the assessment of applications to the Fund. Your officer has met with London Funders and other key voluntary sector partners (eg Prince's Trust; Partnership for Young London) to assist with establishing the most effective frameworks for supporting those organisations involved with the Young Londoners Fund and to ensure as far as possible a joined up approach to harnessing the assets of all involved.

Partnership funding with other grant-makers

11. You will notice in the report in your papers today, which recommends funding for a Strategic Initiative with Trust for London (TFL), that the financial summary table for TFL is an abbreviated version of those that appear in your standard grant reports. Given that you have a proactive approach to working collaboratively with other funders the Chamberlain has advised that the abbreviated table is suitable when considering funding to another grant-maker.

Appointments to BBC Children in Need London & SE Grants Committee

12. Following a national, open, recruitment process two of your officers – Jemma Grieve Combes and Fiona Rawes have recently been appointed to the Children in Need Grants Committee for London & the South East. James Lee, your Bridge to Work Project Manager, already serves on that Committee and will take up the role of Chairman at its next meeting in July.
13. The appointments demonstrate the broad range of skills and expertise within your team such that they are welcomed by other funders. Your staff's engagement with other funders in this way is also beneficial to the Trust as it broadens our knowledge of the sector and of good practice in grant-making.

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Committee(s) Establishment Committee – For information Public Relations and Economic Development Sub Committee – For information Open Spaces and City Gardens Committee – For information Community and Children Services Committee – For information City Bridge Trust Committee – For information Policy and Resources Committee - For decision	Dated: 22 May 2018 29 May 2018 4 June 2018 8 June 2018 6 July 2018 6 September 2018
Subject: Corporate Volunteering Strategy, 2018-23	Public
Report of: Kate Smith, Head of Corporate Strategy and Performance	For information
Report author: Amelia Ehren, Corporate Strategy Officer	

Summary

This paper presents the proposed final version of the Corporate Volunteering Strategy 2018-23 for Members' information. The strategy sets out the City of London Corporation's (City Corporation) vision for volunteering, in which the organisation 'has a positive volunteering culture, with clear and consistent practices, which support volunteers and their beneficiaries to flourish in the Square Mile, London and beyond' and how it will work towards achieving it.

The paper outlines the process by which this strategy was developed, the next steps for its implementation and its corporate implications. It asks Members to note the content of the strategy before it is taken to Policy and Resources Committee in September 2018 for decision.

Recommendations

Members are asked to:

- i. Note the process for developing the strategy.
- ii. Note the content of the Corporate Volunteering Strategy at **Appendix 1** and provide any feedback that may be pertinent ahead of it being presented to Policy and Resources Committee for decision.

Main Report

Background

1. The City Corporation delivers a wide range of volunteering activities and opportunities for different groups and purposes. It currently:
 - Supports **staff** to undertake volunteering in London through the Employee Volunteering Programme.

- Provides volunteering opportunities for **its residents, students in its academies and schools, individuals, community groups and businesses** in the Square Mile, London and beyond as part of its service delivery and through its commissioned services.
2. The Corporate Volunteering Strategy, shown in full at **Appendix 1**, outlines a strategic approach to volunteering, which will support the City Corporation to deliver its wider corporate vision, as set out in the Corporate Plan. It builds upon and brings together the learning from existing volunteering activities and practices in place across the organisation.
 3. In 2015, the Department of Community and Children's Services (DCCS) commissioned an independent review to help shape their future approach to commissioning volunteering and community development activities. The review also involved analysis of the volunteering activity happening across the City Corporation. The resulting report, entitled Community Volunteering Review for the City of London was published in January 2016 and set out a number of recommendations, including the key recommendation to develop a strategic approach, a robust needs analysis and a priority focus for the City Corporation's volunteering activities as a whole. The report highlighted the opportunity to better share good volunteering practices across the organisation, in order to enable greater consistency across departments and within divisions and reduce duplication of effort in relation to all stages of working with volunteers.
 4. The review provided further impetus for the development of a strategic approach to volunteering and in 2016 a Volunteering Working Group (VWG) was set up to scope a corporate volunteering strategy and drive forward its development. The VWG is made up of representatives from the following teams: City Bridge Trust (CBT), Corporate Strategy & Performance Team, DCCS, Economic Development Office (EDO), Human Resources (HR) and Open Spaces.

How the strategy was developed

5. The strategy was developed through a collaborative and participatory approach with internal and external stakeholders. In addition to the recommendations from the Community Volunteering Review, the VWG scoped the City Corporation's current practices by carrying out an appreciative enquiry with group members and other staff members, whose work also related to volunteering. Further consultation with staff, Members, volunteers, residents, staff from our commissioned services and representatives from the charitable and community sector also took place in the form of an event and an online survey to explore the needs and impacts of volunteering.
6. This process helped to set the priority focus for the strategy, which shifts the focus from a traditionally departmental/divisional led approach to a more coordinated, holistic and corporate approach to volunteering.
7. In January 2017, an update paper was presented to Establishment Committee, for information, on the strategic approach to working with volunteers. The feedback received also informed the development of the strategy, at **Appendix 1**.

Current Position

8. The strategy, in terms of its vision, outcomes and links to the Corporate Plan, is summarised below:

Shaping the future of volunteering

Vision: The City of London Corporation has a positive volunteering culture, with clear and consistent practices, which support volunteers and their beneficiaries to flourish in the Square Mile, London and beyond.

To fulfil the vision, this strategy sets out three outcomes it will seek to achieve:

Outcome 1 – Volunteers benefit from meaningful volunteering opportunities.

Measures of success

- Volunteering supports personal development.
- Volunteering helps people improve their skills and networks.
- Volunteering improves people's health and wellbeing.

Outcome 2 – Volunteers are valued.

Measures of success

- Volunteers feel supported by good volunteering practices.
- Volunteers feel they are treated with respect and their contribution is recognised.
- Volunteers feel they have good access to opportunities.

Outcome 3 – Organisations and their stakeholders benefit from more and better volunteering.

Measures of success

- Volunteering hours increase.
- Volunteering impact increases.
- Beneficiaries recognise the benefits of engaging with volunteers.

Links to our Corporate Plan 2018-23: This strategy will support the aims set out in the Corporate Plan by contributing to a flourishing society, supporting a thriving economy and shaping outstanding environments. The above outcomes specifically support Corporate Plan outcomes 3, 4 and 5. However, volunteers could be involved in activities that support any of the 12 Corporate Plan outcomes.

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

CP Outcome 4 – Communities are cohesive and have the facilities they need.

CP Outcome 5 – Businesses are trusted and socially and environmentally responsible.

Related strategies and activities: Philanthropy Strategy, Corporate Responsible Business Strategy, City Bridge Trust's Bridging Divides Strategy, Social Mobility Strategy, Education, Employee Volunteering Programme and the City of London Corporation's #iwill pledge.

A number of departments also reference volunteering activities in their own departmental business plans/strategies and divisional team plans.

This strategy sets out our approach to volunteering and outlines the ambitious outcomes we seek to achieve over a five-year period, for the benefit of stakeholders in the Square Mile, London and beyond. It also provides an overview of the types of activities we will champion, however detailed action plans and activities will be finalised and agreed when implementing the strategy. These will build upon the successes and learning from the volunteering activities and practices currently in place across the organisation, best practice and innovation taking place elsewhere and through trying new things and exploring new opportunities in order to achieve our vision.

Next steps and implementation

9. Members are asked to note the content of the Corporate Volunteering Strategy at **Appendix 1** and provide any feedback that may be pertinent ahead of it being presented to Policy and Resources Committee in September 2018 for decision.
10. The strategy identifies key milestones and measures of success for the strategy, which will guide and inform the implementation over the next five years. At the same time, it also acknowledges that further detailed actions plans need to be developed.
11. In January 2018, the Policy and Resources Committee approved the 2018/19 revenue budget for CBT, which included funding for the creation of a new Corporate Volunteering Manager role to sit within CBT. A job description and person specification for the role is currently being drafted by the Head of Philanthropy Strategy, with the hope that the role will be recruited and in post by summer 2018. The Corporate Volunteering Manager, with the support of the VWG,

will be responsible for driving the successful implementation and monitoring of the strategy over the five-year term.

Corporate & Strategic Implications

12. This strategy positions volunteering as an asset that is both supportive of and supported by the outcomes in the Corporate Plan 2018-23. Achieving the vision set out in the strategy will help support the aims set out in the Plan by contributing to a flourishing society, supporting a thriving economy and shaping outstanding environments.
13. Whilst the outcomes in this strategy directly support specific outcomes in the Corporate Plan (as outlined below), volunteers could also be involved in activities that support any of the 12 corporate outcomes.
 - 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 5 – Businesses are trusted and socially and environmentally responsible.
14. The strategy is also supportive of and supported by a variety of existing and emerging City Corporation strategies and activities including its Philanthropy, Responsible Business, Bridging Divides and Social Mobility strategies and its #iwill pledge, Employee Volunteering Programme and work in education.
15. A number of departments also reference volunteering activities in their own departmental business plans/strategies and in divisional team plans. This strategy provides a framework for departments and divisions to align their work to and supports a corporate approach to impact measurement.

Conclusion

16. The Corporate Volunteering Strategy sets out a vision for the future where the City Corporation has a positive volunteering culture, with clear and consistent practices, which support volunteers and their beneficiaries to flourish. It is hoped that the strategy will have been through all officer and Member governance by September 2018. During this time, it is expected that the new Corporate Volunteering Manager will be in post to lead on devising detailed action plans for each outcome and drive forward its implementation once launched in September 2018.

Appendices

- Appendix 1 – Corporate Volunteering Strategy, 2018-23.

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Corporate Volunteering Strategy 2018-23

Shaping the future of volunteering

Introduction

This strategy runs from 2018-23 and outlines the City of London Corporation's (City Corporation) approach to volunteering. It positions volunteering as an asset that is both supportive of and supported by the outcomes in our Corporate Plan 2018-23. We want individuals and communities to flourish as a result of the positive volunteering culture and practices embedded within the organisation.

We currently deliver a wide range of volunteering activities and opportunities for different groups and purposes. We:

- Support **staff** to undertake volunteering in London through the Employee Volunteering Programme.
- Provide volunteering opportunities for **our residents, students in our academies and schools, individuals, community groups and businesses** in the Square Mile, London and beyond as part of our service delivery and through our commissioned services.

Whilst there is no statutory or universally accepted definition of volunteering, we define and recognise volunteering as “**the giving of unpaid time to something that aims to benefit the environment or people other than, or in addition to, close relatives**”. By this definition, there is a vast amount of volunteering activity taking place across the organisation. Between 2016 and 2017, our volunteers gave over 60,000 hours of their time to support our open spaces and 150 volunteer governors offered their time to support our schools and academies to provide world class education to more than 8,700 pupils across five London boroughs. Volunteers also gave their time to support our libraries, cultural and heritage attractions and local communities.

Our volunteers, however, give more than just their unpaid time. They offer us their perspective, objectivity and a wide-range of pre-existing

skills and experience. Through our volunteers we can support harder to reach communities; develop the skills of others; engage stakeholders in consultation, decision-making and co-design of services; and materially and sustainably improve environments. Our elected and co-opted Members exemplify these benefits through their valued contributions to the City Corporation.

Recognising the value of volunteering and the potential to do more, in 2015, the Department of Community and Children's Services commissioned an independent review entitled 'Community Volunteering Review for the City of London'. The review, published in January 2016, described all volunteering taking place across the City Corporation at the time and highlighted opportunities to benefit from sharing good volunteering practices across the organisation and to reduce duplication of effort in relation to all stages of working with volunteers, namely their recruitment, training and management.

In response, a Volunteering Working Group (VWG) was set up in 2016 to develop a corporate and strategic approach to volunteering. The strategy set out herein is based on the commissioned report, an appreciative enquiry with internal stakeholders and consultation sessions with staff, existing volunteers, residents and representatives from the charitable and community sector.

This strategy shifts the focus away from a traditional department/division led approach and towards a holistic and corporately-coordinate approach to volunteering. This approach will support the achievement of the strategy's vision in which the City of London Corporation has a positive volunteering culture, with clear and consistent practices, which support volunteers and their beneficiaries to flourish in the Square Mile, London and beyond.

Shaping the future of volunteering

Vision: The City of London Corporation has a positive volunteering culture, with clear and consistent practices, which support volunteers and their beneficiaries to flourish in the Square Mile, London and beyond.

To fulfil the vision, this strategy sets out three outcomes it will seek to achieve:

Outcome 1 – Volunteers benefit from meaningful volunteering opportunities.

Measures of success

- Volunteering supports personal development.
- Volunteering helps people improve their skills and networks.
- Volunteering improves people's health and wellbeing.

Outcome 2 – Volunteers are valued.

Measures of success

- Volunteers feel supported by good volunteering practices.
- Volunteers feel they are treated with respect and their contribution is recognised.
- Volunteers feel they have good access to opportunities.

Outcome 3 – Organisations and their stakeholders benefit from more and better volunteering.

Measures of success

- Volunteering hours increase.
- Volunteering impact increases.
- Beneficiaries recognise the benefits of engaging with volunteers.

Links to our Corporate Plan 2018-23: This strategy will support the aims set out in the Corporate Plan by contributing to a flourishing society, supporting a thriving economy and shaping outstanding environments. The above outcomes specifically support Corporate Plan outcomes 3, 4 and 5. However, volunteers could be involved in activities that support any of the 12 Corporate Plan outcomes.

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

CP Outcome 4 – Communities are cohesive and have the facilities they need.

CP Outcome 5 – Businesses are trusted and socially and environmentally responsible.

Related strategies and activities: Philanthropy Strategy, Corporate Responsible Business Strategy, City Bridge Trust's Bridging Divides Strategy, Social Mobility Strategy, Education, Employee Volunteering Programme and the City of London Corporation's #iwill pledge.

A number of departments also reference volunteering activities in their own departmental business plans/strategies and divisional team plans.

This strategy sets out our approach to volunteering and outlines the ambitious outcomes we seek to achieve over a five-year period, for the benefit of stakeholders in the Square Mile, London and beyond. It also provides an overview of the types of activities we will champion, however detailed action plans and activities will be finalised and agreed when implementing the strategy. These will build upon the successes and learning from the volunteering activities and practices currently in place across the organisation, best practice and innovation taking place elsewhere and through trying new things and exploring new opportunities in order to achieve our vision.

Outcome 1 – Volunteers benefit from meaningful volunteering opportunities.

It is important that we source, promote and provide volunteering opportunities that are impactful and meaningful. Volunteering can have many positive impacts for the volunteer, such as offering access to new opportunities to acquire skills and experience and supporting their own wellbeing (a list of impacts be found at Appendix 1). However, there is currently limited internal assessment of the benefits our volunteers receive as a result of their activities. The volunteering data that has been collected relates mainly to volunteer numbers and hours, and has traditionally been held at a departmental level, making it difficult to support and track volunteer progression and report on impact. For volunteers to benefit fully from meaningful opportunities, it is essential that we embed good volunteering practices throughout the organisation and introduce a common or standard 'minimum offer' for volunteers. It is also important that we work with our volunteers to identify their needs, match opportunities to their motivations and co-produce our volunteer practices with. Going forward, good practice will be shared across the whole organisation to communicate the rich learning that is available, avoid duplication of effort and ensure consistency. We commit to embedding practices that are:

- **Collaborative:** We share best practice across departments.
- **Representative:** We represent the views of volunteers, of staff across departments who support volunteering and of the organisations/commissioned services we partner with to provide volunteering.
- **Diligent and transparent:** We deliver our duty of care towards and via volunteers and the beneficiaries they support.
- **Data driven:** We commit to reporting and making evidence-based decisions, based on learning about what works.
- **Accessible:** We ensure our volunteering information and opportunities are available and accessible in a range of formats and locations.

We will:

- a. Review the volunteering practices of external organisations we work with, as needed, in order to share learning and ensure alignment.
- b. Define key departmental and divisional roles needed to support volunteers and develop volunteer practices.
- c. Develop, share and regularly review volunteering policies, procedures and practices across and within departments, including, but not limited to: safeguarding, health and safety, insurance and data protection policies.
- d. Establish an informal network of volunteers, staff and representatives from partner organisations/services with whom to co-produce policies, procedures and practices with.
- e. Deliver excellent volunteering experiences for volunteers by asking potential volunteers what they want and sourcing and promoting high-quality volunteering opportunities in a consistent and accessible way.
- f. Gather data of volunteer numbers, hours and demographics and measure the impacts of volunteering activity on our volunteers.

Outcome 2 – Volunteers feel valued.

With such a diverse and multi-faceted volunteering offer, our challenge is to foster a shared and consistent organisational awareness of the distinctive purpose and value of volunteering, which builds on existing examples of best practice. It is important that we have a consistent volunteering culture across the organisation where volunteers are valued, their contribution is recognised and where the potential for volunteering to enhance the way that we design and deliver services is widely understood. A positive organisational volunteering culture, will also enable us to conduct our duties towards volunteers, and via them, in a consistent and principled way. This will demonstrate our commitment to volunteers that we value their contributions and provide confidence to the departments and divisions that are involving volunteers within their activity.

We will:

- a. Develop an organisational volunteering charter, which all Chief Officers sign and commit to, that states clearly our understanding of the purpose and value of volunteering.
- b. Agree a set of expectations and objectives for the use of volunteers throughout the City Corporation.
- c. Provide training to City Corporation staff to build their capacity and skills for working with and supporting volunteers.
- d. Help departments/divisions to recognise how volunteering activities are supportive of and encouraged by outcomes in the Corporate Plan 2018-23 and other corporate or departmental strategies and plans.
- e. Recognise the contribution of employee volunteering through our 'Celebrating our People Awards'.
- f. Explore options for a centrally located database for holding and sharing data related to our volunteers in accordance with the General Data Protection Regulations (GDPR).

To support the achievement of this outcome, a list of specific contributions to our Corporate Plan 2018-23 can be found at Appendix 1 and an example Volunteering Charter is shown at Appendix 2.

Outcome 3 – Organisations and their stakeholders benefit from more and better volunteering.

Volunteering creates a clear double benefit for the volunteer and its beneficiaries, be that another individual, community, organisation (including the City Corporation) or cause. As an organisation, we benefit from the perspective, objectivity, skills and experience of our volunteers. Promoting and supporting volunteer opportunities also increases our social value offer to the Square Mile, London and beyond and demonstrates our commitment to being a socially responsible business. By involving volunteers in our service delivery, we can help to create positive impacts for the people and communities we serve. We will also use this strategy to generate and tell stories of impact and demonstrate how beneficial volunteering can be, in order to encourage others to promote and support volunteering.

We will:

- a. Promote volunteering opportunities and benefits to drive more and better volunteering.
- b. Raise awareness of the Employee Volunteering Programme and encourage more staff to volunteer.
- c. Gather data on the resources committed by the City Corporation to provide and support volunteering and measure the impacts of volunteering activity on the organisation and, where possible and proportionate, on our stakeholders.
- d. Share corporate case studies, statistics and insights that demonstrate the achievements and benefits of our volunteers.
- e. Share volunteering good practices across our spheres of influence and demonstrate the benefits of engaging with volunteers.
- f. Promote the value and best practice of volunteering through our Philanthropy Strategy which advocates for greater levels of giving of time and skills.

A list of the impacts of volunteering on different stakeholders can be found at Appendix 2.

Implementation and measures of success

Through the process of developing the strategy, it has been clear that good practice and the potential for networks to support each other already exist. The actions put forward in the strategy will now act as a framework to build upon over the next five years.

This strategy will guide and inform our volunteering culture, practices and impact over the next five years. The VWG will act as a cross-departmental group overseeing the strategy's implementation. Initially this will involve developing detailed action plans, assigning departmental leads and supporting with the recruitment of a Corporate Volunteering Manager who will chair the VWG.

By the end of 2018/19 we will seek out best practice by:

- Recruiting a new Corporate Volunteering Manager hosted within City Bridge Trust.
- Proposing and approving a new Employee Volunteering Programme (EVP).
- Establishing a network of volunteers and volunteer managers.
- Approving an organisation-wide Volunteering Charter, which is signed by all Chief Officers.
- Identifying and agreeing departmental leads.
- Identifying where external partners or commissioned providers could support the strategy.

By the end of 2019/20 we will consolidate our own practices by:

- Developing methods to ensure consistency and best practice in volunteering.
- Implementing the revised EVP.
- Developing a monitoring framework and tested outcome and impact measures in line with Corporate Plan measures.
- Assessing online/physical opportunities for promoting and signposting volunteering information and opportunities.
- Sharing case studies that demonstrate the achievements and benefits of our volunteers.

By the end of 2020/21 we will develop our monitoring framework by:

- Identifying a secure online location for holding and sharing data related to volunteering.

By the end of 2021-22 we will start to see the impact grow by:

- Delivering another year of impact reporting on the outcomes outlined in this strategy.

By the end of 2022-23 we will have achieved significant progress towards our vision by:

- Successfully embedding an organisational approach to volunteering which supports volunteers and their beneficiaries to flourish.

Appendix 1 – Contributions and impacts

Contributions to the Corporate Plan 2018-23

Whilst developing this strategy, the following specific contributions to the Corporate Plan 2018-23 were identified as:

Aim	Outcome(s)	Contribution
Contribute to a flourishing society	- Outcome 3	- Enabling people from all backgrounds and abilities to access to high-quality volunteering opportunities.
	- Outcome 4	- Encouraging social interaction and championing local needs.
Support a thriving economy	- Outcome 5	- Role-modelling responsible behaviours.
		- Advocating and facilitating meaningful and impactful volunteering opportunities.

Volunteers could be involved in activities that also support the achievement of Outcomes 1, 2, 6, 7, 8, 9, 10, 11 and 12.

Impacts of volunteering

The following impacts were identified through a 'Needs and Impact' survey that was completed by 36 respondents and through a consultation event attended by 34 people. Respondents and attendees were made up of City Corporation staff, Members, resident volunteers, volunteers involved in service delivery, staff from our commissioned services and representatives from the voluntary sector.

Stakeholder	Impacts
Volunteer	<ul style="list-style-type: none"> - Increasing personal development e.g. confidence and self-esteem. - Improving transferable skills e.g. IT, public speaking and teamwork. - Increasing individual employment prospects. - Improving individual health and wellbeing.
Beneficiary (individual, community, organisation, cause)	<ul style="list-style-type: none"> - Increasing connections between people in our communities. - Increased connection with our heritage, natural, built and cultural environments. - Making a difference to our heritage, natural, built and cultural environments. - Enhancing our ability to reach out and serve the needs of the communities. - Reducing an individual's need for our services in the future. - Empowering individuals to hold a stake in decision-making and tackling disadvantage from within communities.
City of London Corporation	<ul style="list-style-type: none"> - Diversifying skills, experience and perspectives within our business. - Enhancing our ability to govern and make decisions on behalf of our stakeholders. - Increasing our social value offer to London and beyond. - Enhancing our reputation as a responsible business.

Appendix 2 – Example Volunteering Charter

Volunteering at the City of London Corporation is understood as the giving of unpaid time to something that aims to benefit the environment or people other than, or in addition to, close relatives. This includes ‘formal’ volunteering, defined as providing unpaid help through groups, clubs or organisations and ‘informal’ volunteering, defined as providing unpaid help as an individual to people who are not a relative and we recognise both as equally valuable to achieving our aims.

We uphold that:

- all volunteering is undertaken by choice and all individuals should have the right to volunteer, according to their wishes.
- the involvement of volunteers should complement and supplement the work of paid staff, and should not be used to displace staff or undercut their pay and conditions of service; and
- effective structures should be in place to support volunteers and the activities they undertake, and these should be fully considered and costed when services are planned.

We uphold an organisational responsibility to:

- Treat volunteers ethically, recognising throughout the organisation that volunteering is a two-way process which benefits both the volunteer and the beneficiary.
- Recognise the contribution of all volunteers.
- Ensure that volunteer time is valued and used to the greatest impact, through roles that are of value to volunteers and those they serve.
- Ensure our volunteers and volunteering opportunities reflect the diversity of the local community.
- Embed consistent policies, procedures and practices, including fair and effective safeguarding and recruitment procedures.
- Support our volunteer managers and value the skills they bring back to the organisation.
- Commit appropriate resources to working with and supporting volunteers.
- Take a person-centred approach when establishing a developmental pathway for volunteers and ensure they receive appropriate levels of support.
- Encourage two-way communication between volunteers and the City Corporation/partner services.

Appendix 3 – Roles in support of volunteering

Below, is a snapshot description of the main departmental/divisional roles in support of volunteering. During year one of the implementation of this strategy, departmental leads will be agreed and, as necessary, departmental roles may need to be developed further. Although some departments/divisions have been identified below, it is important that all departments are engaged with this strategy and liaise with the Corporate Volunteering Manager to ensure a consistent and corporate approach to volunteering is taken across the organisation.

Department/Division	Support volunteering by
City Bridge Trust	<ul style="list-style-type: none"> - Leading on the implementation of the volunteering strategy, including hosting and managing the Corporate Volunteering Manager. - Developing performance indicators for outcomes and impacts. - Managing the EVP, linking staff volunteering opportunities to City Bridge Trust grantees. - Supporting staff and volunteers with information about volunteering. - Creating links between volunteering and staff engagement, wellbeing and organisational development. - Promoting skills and experience gained by staff volunteering through the department. - Reviewing local/regional trends in relation to organisational volunteering.
Corporate Strategy and Performance Team	<ul style="list-style-type: none"> - Defining the golden thread running through to business plans and different strategies/corporate strategies, and highlighting links to Volunteering Strategy where applicable. - Designing the volunteering strategy and supporting other departments to deliver it.
Department of Community and Children's Services	<ul style="list-style-type: none"> - Generating opportunities for residents, staff and children and young people to volunteer. - Improving approaches to engagement and consultation within the City. - Working regularly with resident and community groups. - Facilitating volunteering through commissioned services. - Encouraging students in City Corporation schools and academies to volunteer.
Open Spaces	<ul style="list-style-type: none"> - Running targeted learning projects and programmes for volunteers. - Providing volunteer opportunities across a variety of its sites. - Seeking to recruit volunteers who reflect the diversity of our local communities. - Recording and monitoring the impact of volunteering on their sites and celebrating volunteer successes. - Supporting the development of policies, procedures and guidance.
HR	<ul style="list-style-type: none"> - Supporting the development of policies, procedures and guidance i.e. on volunteer recruitment, safeguarding, and health safety. - Encouraging staff to volunteer as part of their learning and development. - Integrating volunteering into Personal Development Plans (PDPs). - Enabling managers to support volunteering. - Supporting the Employee Volunteering Programme, allowing staff two paid days off a year to volunteer. - Recognising the value of volunteering through leading the Celebrating Our People awards.

Appendix 4 – Glossary of terms related to volunteering

Term	Description
Apprenticeship	A job that includes gaining recognised qualifications and essential skills whilst working. It allows people to combine work and studying by mixing on-the-job training with classroom learning.
Benefit in kind	Giving of non-cash assets including employee volunteering, time, pro-bono expertise, and other assets such as venue space.
Bridging Divides	City Bridge Trust's five-year charitable funding strategy for 2018-23. It outlines a total assets approach, which outlines monetary and non-monetary assets that CBT can offer to organisations it will support, and this could include volunteering or in-kind support.
Co-production	Equal relationship between people who use services and the people responsible for services. They work together, from design to delivery, sharing strategic decision-making about policies as well as decisions about the best way to deliver services.
Education	The City Corporation's work in education recognises volunteering is a related mechanism to work experience enabling students to gain further insight into the organisation at the same time as developing skills.
Employee Volunteering Programme	Two paid days given by the City of London Corporation to enable volunteering by staff to a defined internal or external cause. As staff still receive pay for this, it could be considered a 'benefit in kind'. Principles in a volunteering charter would still apply to the programme and the link to volunteering is strengthened if the employee then goes on to undertake further volunteering.
#iwill pledge	The City Corporation's pledge to the national #iwill campaign which promotes social action among 10-20-year olds.
Philanthropy Strategy	The City Corporation's Philanthropy Strategy for 2018-23 outlining a strategic approach to philanthropy focused on reducing social inequality and increasing social mobility in London. It recognises volunteering, whether by City Corporation employees or our other stakeholders, as a form of philanthropy.
Pro-bono	Unpaid work undertaken by staff, utilising their professional skills, to benefit another organisation.
Responsible Business Strategy	The City Corporation's Responsible Business strategy for 2018-23, which outlines its commitment to creating positive impact and reducing its negative impact across all our activities and decisions. It recognises volunteering as a mechanism for role-modelling/delivering some of the actions in the strategy.
Unpaid internship	Undertaken on a voluntary basis by individual in combination with the organisation to achieve clearly defined outcomes and outputs for both. Should emphasise development opportunities such as training although these should be undertaken on a voluntary basis and not enforced.
Volunteering in support of City of London Corporation	Provided by staff, residents and wider communities in support of services, activities and governance.
Volunteering in support of other causes	Provided by staff, residents and wider communities facilitated by the City of London Corporation and/or its commissioned services.

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Committee	Dated:
City Bridge Trust	6 th July 2018
Subject: Investing in Londoner's statistical report	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Information
Report author: Jemma Grieve Combes, Grants Officer	

Summary

This paper provides statistical analysis of grant applications received under your Investing in Londoner's grants scheme which ran from September 2013 until April 2018. In this period 1,590 grant applications were received. To date 723 grants have been awarded for a total amount of £56,035,760. This report analyses application numbers and success rates; the profile of organisations funded by the Trust; awards by individual grant programmes; and analysis of grant beneficiaries including their location. Please note that at the time of writing (May 2018) 148 applications for a requested amount of just under £17m are awaiting a decision. These have not been included in this analysis.

Recommendations

Members are asked to:

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

Main report

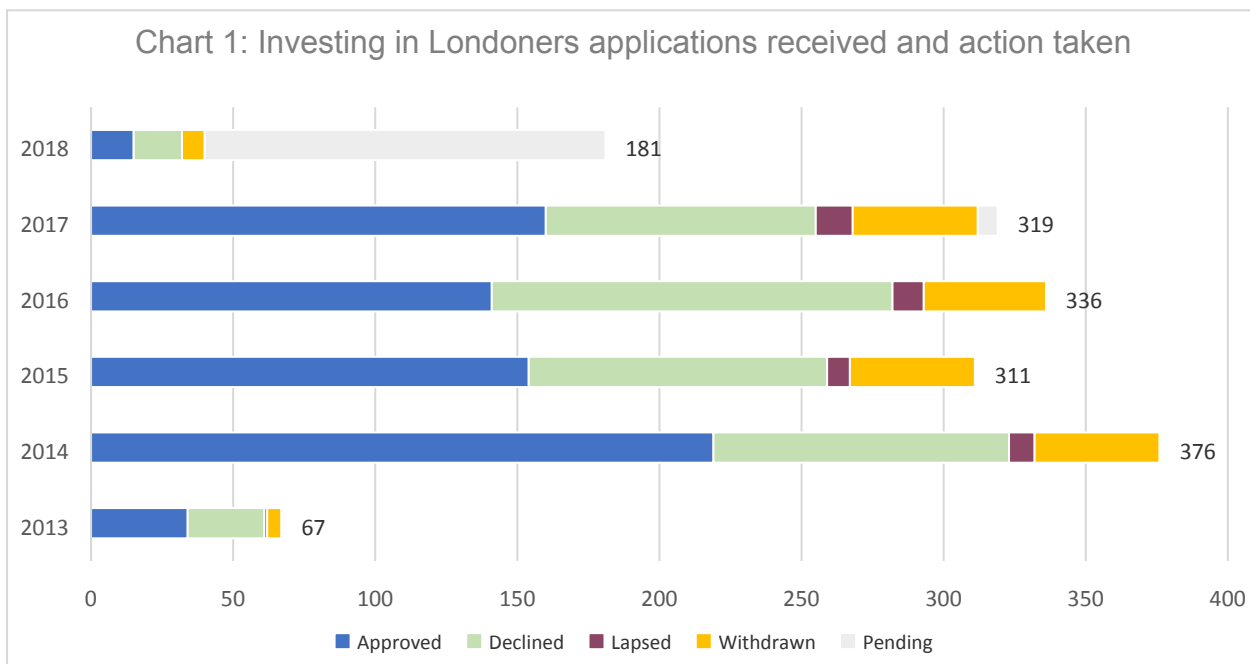
1. The Investing in Londoners scheme was launched in September 2013 and closed in April 2018. This report deals with applications received under the scheme's standard open programmes.¹ Please note that at the time of writing (May 2018) 148 applications for a requested amount of £16.8m were awaiting a decision. However, it was considered timely to analyse the 91% of applications that have been assessed in order that lessons learnt can be used to inform your new Bridging Divides grants scheme from the outset. It would be fair to assume that approximately 40-50% of the outstanding requests would eventually be recommended.

Applications received and action taken

2. 1,590 applications were received under the Investing in Londoner's grant scheme. 1,442 have been assessed to date resulting in 723 grant awards for a total amount of £56,035,760. The level of applications has been steady over time with slightly more in 2014 which is likely to reflect a flurry of applications as organisations

¹ This report includes only applications and awards made under the Investing in Londoners programmes which are open to all eligible organisations through your standard application process. It does not include programmes with a bespoke application process (Arts Apprenticeships, London Youth Quality Mark, Hardship Fund and the Stepping Stones Fund) or Strategic Initiatives.

familiarised themselves with the new programmes. Similarly, we have seen a peak in applications during the recent 2-week closure period of Investing in Londoners. Your officers will focus their attention on assessing these by the end of October 2018.



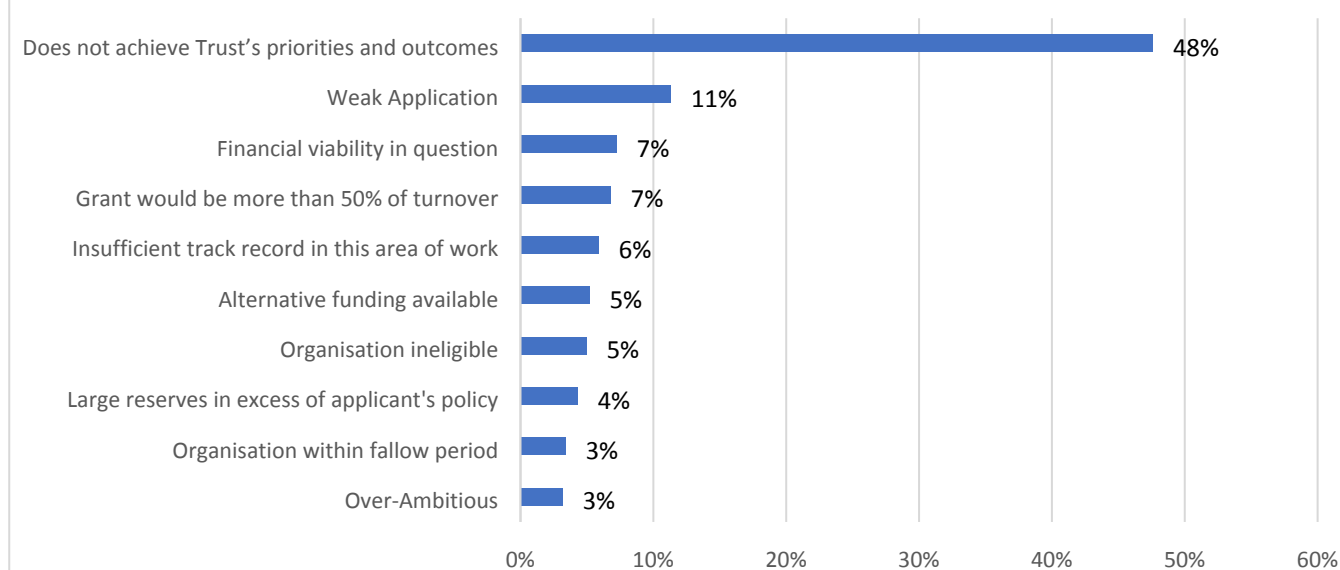
Success rates

- The average success rate of applications assessed to date under Investing in Londoners was 50%. This compares favourably to other funders and is higher than your previous 5-year grants programme, *Working with Londoners*, which had an average success rate of 45%. This increase reflects steps the Trust took to make the application process and guidance clearer.

Rejection reasons

- Of the 1,442 applications assessed, 719 were unsuccessful, of which 188 (13%) were withdrawn by the applicants and 42 (3%) were lapsed by the Trust following repeated unsuccessful attempts to gather further information.
- Chart 2 shows the top 10 reasons why the remaining 489 applications (34%) were declined. A poor application can be rejected for several reasons and feedback is always made available to applicants should they seek it. The most common reason was that applications did not sufficiently meet the Trust's priorities. The Trust provides clear online guidance to applicants, specifying what can and cannot be funded. In addition, prospective applicants can seek guidance from officers if they need assistance with the interpretation of any Trust programmes.

Chart 2: Top 10 reasons applications were unsuccessful



Funding by programme area

6. Investing in Londoners includes 10 grant programmes under its standard open application process. Table 1 shows the applications received and action taken broken down by programme area. A summary of each programme area with any notable trends is given below.

Fund/Program	Applications received	Nº Grants awarded	Success rate	Grant awards	Average grant size
Making London more Inclusive	345	162	52%	£10,819,117	£66,785
Reducing Poverty	195	89	51%	£9,393,220	£105,542
Older Londoners	240	101	46%	£8,345,160	£82,625
Improving Londoners' Mental Health	218	83	42%	£8,230,540	£99,163
Strengthening London's Voluntary Sector	142	69	55%	£7,694,659	£111,517
Improving London's Environment	103	38	41%	£3,295,340	£86,719
Making London Safer	74	28	41%	£3,158,160	£112,791
Resettlement & Rehabilitation of Offenders	71	26	39%	£2,735,904	£105,227
ESOL	87	30	38%	£1,788,245	£59,608
Exceptional Grants	36	36	100%	£412,915	£11,470
Eco Audits	79	61	81%	£162,500	£2,664
Total	1590	723	50%	£56,035,760	£77,505

- **Making London More Inclusive** is the largest programme accounting for over a fifth (22%) of all Investing in Londoners grant awards. It's relatively high success rate is skewed by the higher success rates for access audits (43 awarded) and capital grants (33 awarded).
- **Reducing Poverty** was a new programme under Investing in Londoners and is now the second largest programme by value. Most awards focus on the provision of advice (77), with a smaller number focused on tackling food poverty (12). Support to help Londoner's access debt and legal services saw a particularly high quality of applications with a success rate of 71%.
- **Older Londoners** is a long-standing area of work for the Trust and one of the larger programmes by value and number. Just under half the funds awarded are for work to support older Londoners to have more active and healthier lives. Applications for work to support carers aged 65 and over were of a particularly high standard, with a success rate of 75%.
- **Improving Londoner's Mental Health** includes a range of different priority areas. 38% of funds were awarded for specialist work to improve the mental health of children and young people. As this area of work requires organisations to have sufficient expertise many applications would have failed as they were unable to demonstrate this. Although the second highest number of grants (13) were awarded to support people from BME communities to access appropriate mental health services, this priority also had a low success rate. This was often due, as well, to small organisations applying where a grant would have made up more than 50% of the organisation's turnover.
- **Strengthening London's Voluntary Sector** had the highest success rate (55%, excluding exceptional grants and eco audits) and a high average grant size at £111,517. Given the nature of the organisations eligible for funding in this area (support organisations) you would expect a high quality of application and the high grant size reflects the often strategic nature of the work. A large proportion of grants (42%) were made to strengthen the monitoring and evaluation skills of organisations. Only 18% were made to improve organisations' financial management skills which is perhaps disappointing given the numbers of grant applications rejected for financial reasons but it reflects, sadly, the decline in numbers of specific support organisations in this field such as local community accountancy projects.
- **Improving London's Environment** funding was largely to increase Londoners' knowledge of the environment though success rates for this priority were low at 35%. In ¾ of cases this was due to applications not sufficiently meeting the priority. Fewer applications were received for work to increase young people's understanding of local food, but those that were received were of a good quality.
- **Making London Safer**: given the sensitivities of working in this area, this is an example of where the Trust made fewer grant awards but of a high quality. Most work was to help survivors of domestic abuse access good quality support. Only 2 grants were made for children and young people living in refuges to access support. This is unsurprising given the specialist nature of this work and small number of organisations able to provide it. However, support for young people in Bridging Divides is less specific to only those living in refuges and will be more likely to

attract applications for a wider and more appropriate range of interventions. It is also worth mentioning the significant support given to young people affected by domestic abuse, through your partnership programme with Buttle UK.

- **Resettlement and Rehabilitation of Offenders** is a very focused programme with just one outcome area therefore it is not surprising that it received the lowest number of applications (71 – excepting Exceptional grants) and only 26 grants were made – one of the lowest success rates at 39%. The specialist nature of this work means that there are relatively few suitably qualified organisations and 14% of applications were rejected because they lacked a relevant track record and a further 14% because the application was weak. A separate report in today's papers reviews your funding in this area in more detail.
- **English for Speakers of Other Languages** had the lowest number of applications and grants awarded (excepting Exceptional grants and Eco audits), unsurprisingly given that it is another very focused programme. Applications were often from smaller organisations (38% have a turnover of less than £100k) and in 20% of cases the rejection reason was due to the requested grant making up more than 50% of an organisation's total income. Several unsuccessful applications also failed to address the specific outcomes you wished to support in this programme area – although those that were funded were of a very high quality.
- **Exceptional Grants** are made reactively in response to unexpected and significant events. The majority of the 36 grants awarded were made in response to the Grenfell Tower fire, with the Trust part of the Funders' Coalition.
- **Eco Audits** are small grants made to cover training or consultancy to improve an organisation's environmental performance. They are available to current grantees as well as other organisations. 61 eco audits were awarded following a drive by the Trust to better publicise this work.

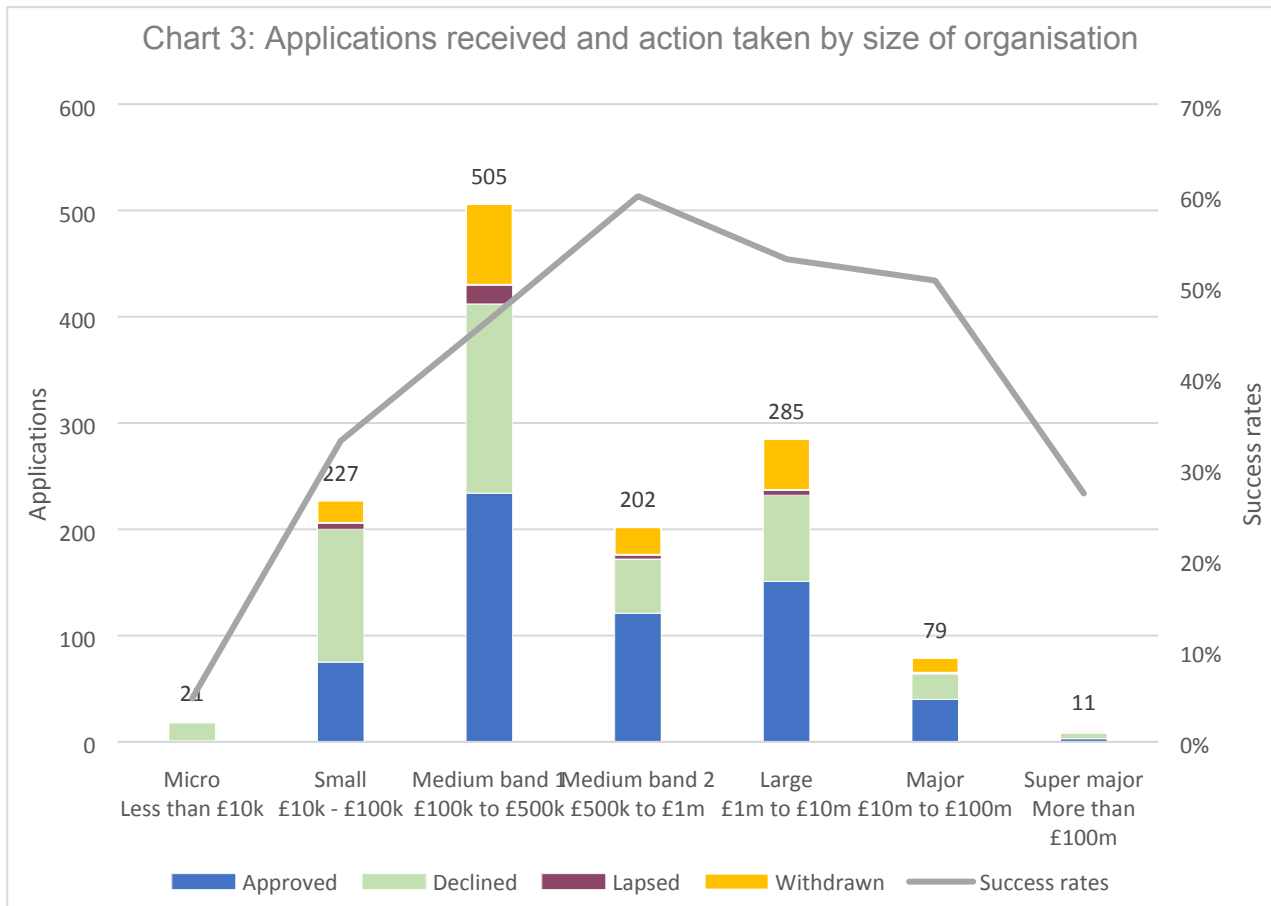
Profile of the organisations the Trust has funded

Income band

7. The principal applicants to the Investing in Londoner's grants scheme were "smaller" medium-sized organisations (income of £100k to £500k), but there was a spread of applicants by size, with incomes ranging from £4k to £150m. Chart 3 shows applications to the Trust by organisation size².
8. "Larger" medium-sized organisations have the highest success rates at 60%, which may be due to higher staffing including specialist fundraising staff and organisational infrastructure such as finance functions that can support the application process.
9. The Trust tends not to fund very small organisations, with only 1 grant awarded to a 'micro' organisation. Fewer small organisations apply to the Trust, perhaps as it has a relatively demanding application process. For smaller organisations that do apply the success rate is lower and they are more likely to be declined for financial reasons such as financial viability (12%) and the requested grant comprising more

² Income bands based on categories as used in NCVO's Civil Society Almanac

than 50% of the organisation's total income (20%)³. Your new Bridging Divides programmes include a Small Grants programme specifically aimed at organisations with an income of less than £75k. This will award grants of £10k and less, reducing the likelihood of grants making up a disproportionate amount of an organisation's income, whilst the application process will be less onerous for them.



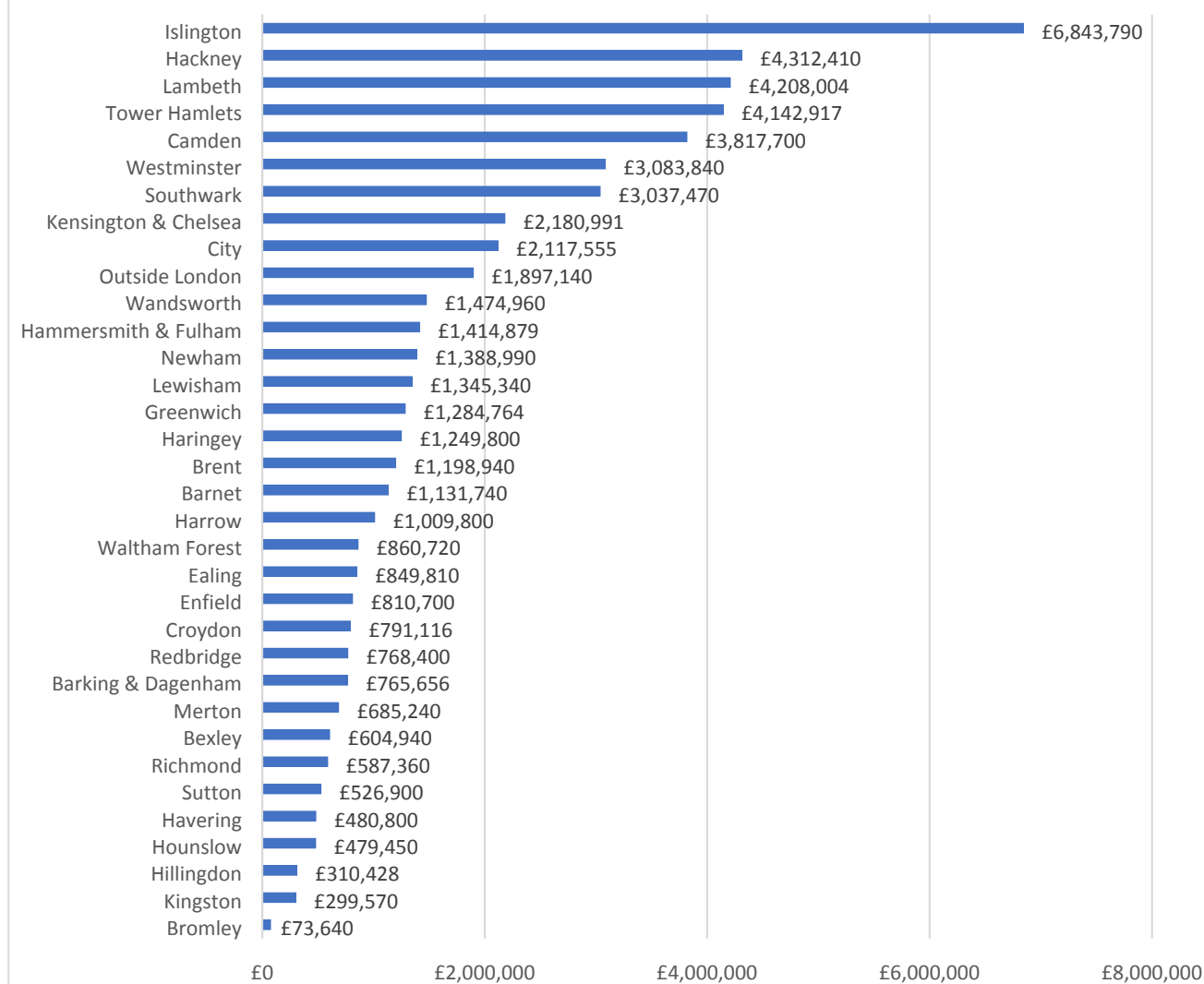
10. At the other end of the spectrum the Trust funds few very large organisations, with just 3 grants awarded to ‘super major’ organisations with incomes of more than £100m (2 to NSPCC and 1 to Leonard Cheshire Disability). The very largest organisations are more likely to be rejected due to having large reserves in excess of its policy (40%) and weak applications (20%).

Geographical location

11. Chart 4 shows the total grant award by location of the recipient organisation. *Note that this includes organisations with a regional or national remit and does not necessarily indicate the location of grant beneficiaries.* It is however useful for the Trust to understand where applicants are based, as this gives an indication of where the stronger parts of London’s voluntary sector are located, and importantly, where you may need to target capacity building support.

³ The Trust will not make a grant that will comprise 50% or more of an organisation’s total income in any grant year to avoid dependency on the Trust for funds.

Chart 4: Grant awards (£) by organisation's location



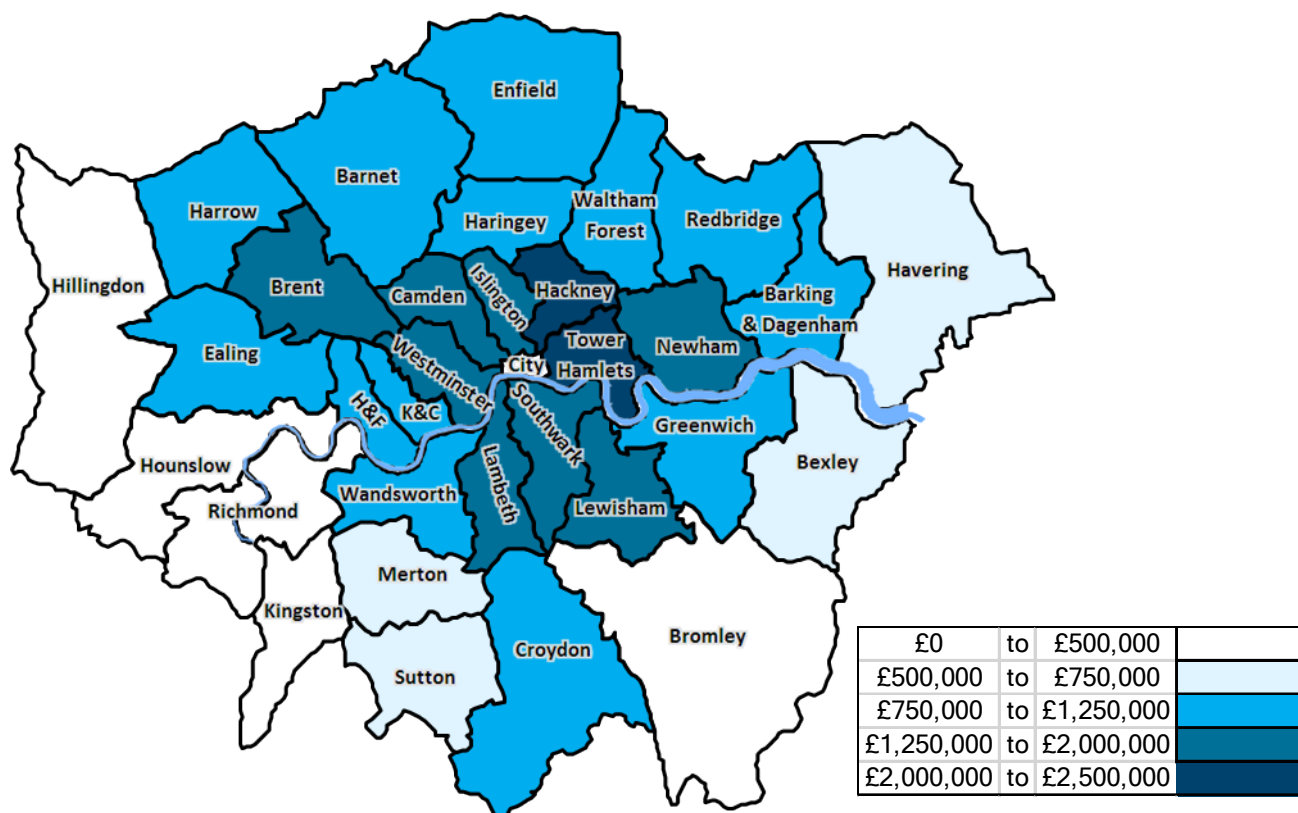
12. Organisations based in Islington, Hackney, Lambeth and Tower Hamlets collectively received £19,507,121, over a third (35%) of all funds awarded. All had higher than average success rates, Islington having one of the highest (61%). Each of these boroughs has relatively high concentrations of voluntary organisations and they benefit from historically strong infrastructure support. As inner London boroughs with good transport connections, they also include the head offices of many organisations with a regional or national geographical focus.
13. Kensington and Chelsea based organisations received a higher total grant award than usual due to your Exceptional grant awards in the wake of the Grenfell Tower fire (26 Exceptional grants were awarded for a total value of £247,075).
14. By contrast, organisations based in Bromley, Kingston, Hillingdon, Hounslow and Havering received comparatively low levels of funding from the Trust (each less than £500k). All these boroughs had a low level of applications (18 or less) and Bromley and Hillingdon had the lowest success rates of all Boroughs. These areas are discussed in further detail in sections 15-20.

Grant beneficiaries

Beneficiary location

15. As part of the grant application process the Trust asks applicants to identify where they anticipate grant beneficiaries will be based. This gives a useful indication of the geographical reach of awards made but should be treated with some caution due to limitations with the data including:
- Beneficiary numbers and details can only be an estimate at application stage.
 - Inaccurate data provided by some applicants or due to changes to project plans during the grant assessment process.
 - Limitation of 5 named beneficiary locations due to technical requirements of the online application form.
16. Diagram 1 shows the areas of London that grants awarded under Investing in Londoners will primarily benefit. *This excludes 39% of the total grants awarded (equating to just under £21.5m) where the work has a London-wide benefit.*

Diagram 1: Value of grant awards made by anticipated beneficiary location



Map sourced from GLA Intelligence Unit, UK Open Government Licence. Contains Ordnance Survey data © Crown copyright and database rights.

17. Overall, larger amounts of funding went to Londoners living in the Inner boroughs compared to Outer boroughs. This is consistent with your grant-making over the years but a growing gap in funding towards Londoners living in the outer West

boroughs can be seen. London's Poverty Profile 2017⁴ identifies that patterns of poverty in inner and outer London are complex. There are more people living in poverty in Outer London, partly because more people live in Outer London, however, there are other signs of growing disadvantages such as lower GCSE attainment levels by disadvantaged pupils. Access to youth services, for example, has reduced more in the outer than the inner boroughs.

18. To better understand how effectively the Trust's grant-making targets deprivation, the Trust's grant awards were compared to different measures of disadvantage:

- a. **Indices of Deprivation:** grant awards were compared to their relative rank on the Government's 2015 Indices of Multiple Deprivation⁵. The Indices combine economic, social and housing indicators into a single score, allowing areas to be ranked against each other according to their level of deprivation. This revealed 1 Borough that received much less funding than would be expected - Barking and Dagenham; and 7 Boroughs that received less funding than might be expected - Waltham Forest, Haringey, Greenwich, Hounslow, Enfield, Hillingdon, and Hammersmith and Fulham (see Annex 1 for details).
- b. **Households living in poverty:** the total grant award for beneficiaries per borough was compared to the number of households living in poverty⁶. Scoring particularly low were Kingston upon Thames, Hillingdon, Hounslow and Bromley. You will notice that these Boroughs have already appeared in this report as the Trust is funding a low number of organisations based there.

19. There are 5 Boroughs worth particular focus here:

- **Hillingdon:** Hillingdon has a relatively small voluntary and community sector given the borough's population size. Its Council for Voluntary Services closed in the last couple of years although a partnership of organisations has developed to support organisations working in health and wellbeing. This is a borough where the Trust might consider further outreach work.
- **Hounslow:** the Borough is characterised by lots of small organisations (40% less than £20k/yr) and who may not be eligible for the Trust's funding. The local council still awards grant funding to organisations although the amount is falling and organisations have reported a 68% increase in demand.⁷ This may mean the Trust can expect more applications in the future, especially now that you have a Small Grants programme in place. The local CVS closed some years ago but there is a local community network servicing a voice function and local support services are run by neighbouring Ealing CVS. This is a borough not yet of concern but where the Trust should keep a watching brief. (Elsewhere in your papers today is a report recommending funding to Ealing CVS to develop a Hounslow Giving project.)

⁴ London's Poverty Profile 2017, NPI for Trust for London, <https://www.trustforlondon.org.uk/publications/londons-poverty-profile-2017/>

⁵ This is the latest iteration of the Indices of Multiple Deprivation.

⁶ Please note that this is an estimation only based on Borough population sizes and poverty rates.

⁷ Hounslow VCSE Survey 2018

https://www.hounslow.gov.uk/download/downloads/id/822/vcse_survey_2016_findings_report.pdf

- **Bromley:** This Borough has an established CVS and has not historically appeared as a gap in the Trust's funding. This may be due to recently changing circumstances. Local sources tell us that the sector is struggling to keep pace with demand as the borough's demographics change. The Trust is working with the local CVS whose current grant aims to tackle this issue.
- **Kingston upon Thames:** the Borough is also characterised by lots of small organisations (56% less than £20k/year income). It has an established CVS but has recently seen the Council move from grants to commissioning⁸ - commissioning usually favours larger rather than smaller organisations. Your Small Grants programme could be of particular benefit to this part of London. This is a borough not yet of concern but where the Trust should keep a watching brief.
- **Barking and Dagenham:** is historically a Borough that the Trust and other funders have struggled to reach. Your Committee went some way towards tackling this gap through awarding a large strategic grant of £450k over 2 years to the Participatory City initiative. This aims to have an impact across the whole borough by improving participation of residents in community activity. Through this work officers are in regular contact with the Council. Officers are also working with the Council for Voluntary Services as it establishes new leadership.

20. The lower levels of funding reaching these Boroughs is not confined to City Bridge Trust funding. GrantNav data for 46 funders funding in London between 2013-17 put all the Boroughs discussed above in the bottom 9 boroughs by organisation location in terms of total grant award. Data by beneficiary location is somewhat more difficult to analyse, but anecdotally we know other funders have had similar experiences.

21. Whilst it is important to look at gaps in funding it is also important to consider the point made well in London's Poverty Profile *'Whatever the trends and high level patterns may be, none of London's 32 boroughs has a poverty rate below 15% or (give or take a few hundred) has fewer than 30,000 residents experiencing poverty'*. To tackle disadvantage in London, City Bridge Trust's funding needs to reach all Boroughs including those that are relatively less disadvantaged.

Beneficiary numbers

22. The Trust asks applicants to state how many people they expect will benefit from any funding requested. Based on the forecast information provided by grantees, a total of 851,300 Londoners were expected to benefit from the 562 successful grant applications⁹ received (this excludes any grants that specify more than 10,000 beneficiaries, as some have done!).

23. This number comes with some limitations:

- Inaccurate or missing data provided by applicants.
- The number is an estimation: comparison with monitoring data suggests that beneficiary numbers are often overly ambitious at application stage.

⁸ Data bank, NCVO and Kingston CVS, <https://data.ncvo.org.uk/areas/kingston/intro>; VCS Strategy, Kingston Voluntary Action, <https://kva.org.uk/kingston-s-vcs/vcss/>

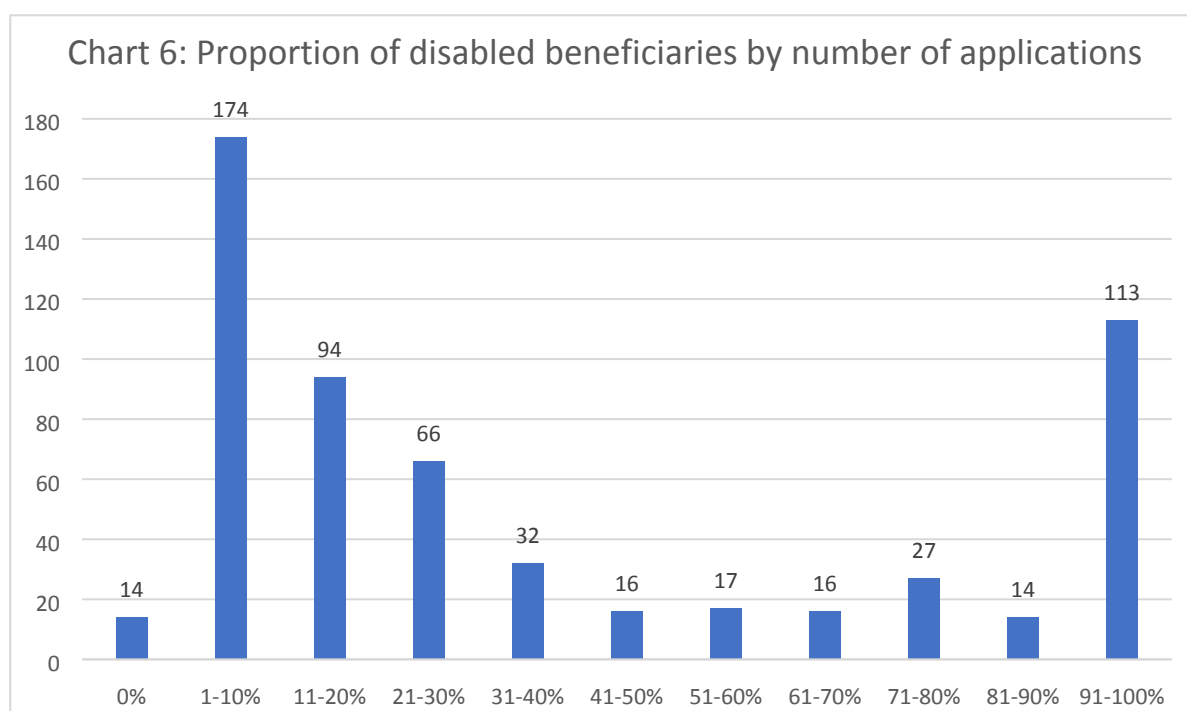
⁹ This excludes access audits, eco-audits and capital works for which this data is not collected.

- Changes to project plans during the grant assessment process.
- Depth of engagement: some grants will work intensely with a small number of beneficiaries whilst others will work more broadly with many.

Equalities data

24. The Trust also asks grantees to provide a breakdown of their users/beneficiaries by gender, age, ethnicity and disability. This provides helpful information for the Grants Officer reviewing the application to understand the reach of the proposed work. However, there is a significant amount of poor quality data provided, which collectively means that equality data, excepting disability data, cannot be helpfully analysed at the moment. The Trust is testing a new method of assessing inclusivity at the application stage of Bridging Divides.

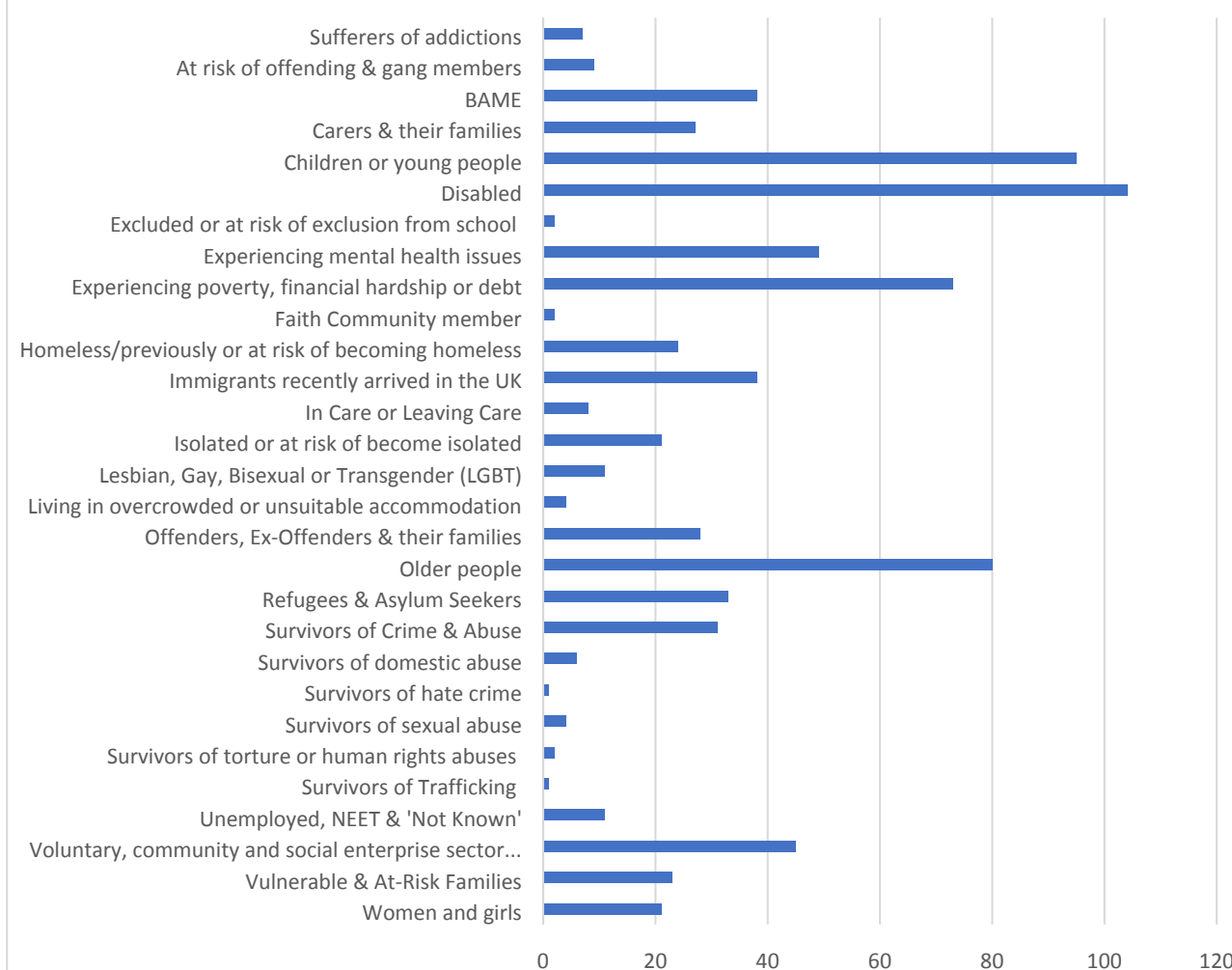
25. Chart 6 shows the anticipated proportion of disabled beneficiaries for each successful grant award. This shows that the majority of grantees do not anticipate that more than 10% of their grant beneficiaries will be disabled people. According to government figures around 6% of children are disabled, compared to 16% of working age adults and 45% of adults over State Pension age. In some cases physical barriers limit access to community-provided services. Under Bridging Divides you will continue to fund access improvements to enable community buildings to be accessible.



26. Positively, Chart 6 also shows a noticeable concentration of grants (77) which aim to work almost solely with disabled people. This is due, largely, to grants funded under your Making London more Inclusive programme but also includes work under Improving Londoners' Mental Health, Older Londoners, Making London Safer, Reducing Poverty, Resettlement and Rehabilitation of Offenders and Strengthening London's Voluntary Sector. Much of this work will continue under your Bridging Divides programmes. Elsewhere in your papers today is a report recommending funding to help support and develop organisations led by disabled people.

27. The Trust also analyses grants awarded by the profile of grant beneficiary. The categories are not mutually exclusive and one grant can have multiple circumstances of beneficiary. Chart 7 shows large numbers of grants awarded to benefit children and young people; disabled people; older people; people experiencing mental health issues; people experiencing poverty, financial hardship or debt; and voluntary, community and social enterprise organisations. This reflects your grant priorities, but you can see a diverse range of people from different equality backgrounds and experiencing different disadvantages benefit from your grants. Currently, more recognition is given to the idea of intersectionality – where people’s needs or circumstances straddle several issues. Your grant-making in the future is likely to take this into account as more organisations provide services reflecting intersectionality.

Chart 7: Circumstances of beneficiaries by number of grants



Conclusions

28. Your Investing in Londoners grants scheme has seen 1,590 grant applications, 1,442 grant assessments, and 723 grant awards for a total amount of £56,035,760 to date. 148 applications are pending assessment, due to be completed by October 2018. The most common reason that applications are rejected continues to be because they fail to meet the Trust’s priorities. Officers have taken steps to widely

communicate your priorities; however, there will always be those who will apply anyway, regardless of the criteria in place.

29. 39% of the total grant amount awarded is for work with a pan London benefit. Of work with a targeted geographical area, funding is greater in the inner regions and significantly lower in the outer west London boroughs. Overall there is a good correlation between the Trust's rank by spend and relative rank in the Indices of Multiple Deprivation and work is ongoing or planned where the gap is larger than expected. An estimated 851,300 Londoners are expected to benefit from the successful grant applications received, although this figure should be treated with some caution.

Jemma Grieve Combes

Grants Officer (Monitoring and Evaluation)

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Annex 1: City Bridge Trust grant spend by Borough compared to relative position on the Indices of Deprivation (IoD)

Borough	Relative rank on IoD	CBT Rank by borough benefit	IoD rank - Trust rank	Standard deviation from the mean (benefit)	Grant awards by borough benefit
Barking and Dagenham	3	23	-20	-3	£753,560
Waltham Forest	7	17	-10	-1	£968,055
Hounslow	20	28	-8	-1	£437,107
Greenwich	14	22	-8	-1	£814,688
Haringey	6	14	-8	-1	£1,094,997
Enfield	12	19	-7	-1	£910,378
Hillingdon	23	29	-6	-1	£377,262
Hammersmith and Fulham	16	21	-5	-1	£842,045
Bromley	27	30	-3	0	£325,346
Croydon	17	20	-3	0	£853,663
Havering	24	27	-3	0	£507,555
Islington	5	8	-3	0	£1,608,583
City of London	31	33	-2	0	£36,318
Newham	4	5	-1	0	£1,679,290
Kingston upon Thames	32	32	0	0	£121,379
Tower Hamlets	1	1	0	0	£2,426,580
Hackney	2	2	0	0	£2,190,441
Southwark	8	7	1	0	£1,675,718
Lewisham	10	9	1	0	£1,559,254
Richmond upon Thames	33	31	2	0	£294,637
Bexley	26	24	2	0	£639,196
Ealing	18	15	3	0	£1,036,041
Brent	13	10	3	0	£1,389,927
Merton	28	25	3	0	£597,054
Sutton	29	26	3	0	£535,330
Lambeth	9	6	3	0	£1,678,471
Redbridge	21	13	8	1	£1,147,379
Westminster	11	3	8	1	£1,698,345
Kensington and Chelsea	19	11	8	1	£1,200,050
Barnet	25	16	9	1	£972,043
Wandsworth	22	12	10	1	£1,163,333
Camden	15	4	11	2	£1,681,620
Harrow	30	18	12	2	£959,933

Committee	Dated:
City Bridge Trust	6 th July 2018
Subject: Resettlement & Rehabilitation of Offenders – a review of your funding in this area	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Information
Report author: Rebecca Green, Grants Administrator	

Summary

This report informs you of the progress of your funding towards projects working with ex-offenders and provides an update on the criminal justice voluntary sector. It follows from a request at your meeting earlier this year to consider the effectiveness of your focus on supporting charities with suitable experience and track record. The paper also suggests a future focus for the 'Ideas Please' part of the Bridging Divides strategy.

Recommendation

Members are asked to:

- a) Note the report
- b) Continue with your approach to fund only those organisations which have a significant track record and expertise of work in this area
- c) Note that a future focus of the "Ideas Please" or Strategic Initiative mechanisms could be on related work with families; BAME communities; young adults, and/ or early action work.

Main Report

Background

1. To date, you have considered 71 applications through your Investing in Londoners Resettlement and Rehabilitation programme and funded 26 organisations to a total of £2,735,904. Your support also reached these beneficiaries through one of the outcomes within your Mental Health programme, where you funded five organisations to a total of £531,720 for projects working towards the outcome of more offenders and ex-offenders receiving help and support to improve their mental health.

2. Your focus under Investing in Londoners has been on work with ex-offenders leaving custody or serving community sentences, and this continues to be your approach under Bridging Divides. Funded work has generally included projects working pre-release ('through the gate') and with ex-offenders once released including: mentoring projects; routes into training; and support with addictions. During the assessment of applications, your officers focus on organisations that can demonstrate a good track record and relevant expertise.
3. In comparison to other Investing in Londoners programmes, the number of grants awarded is lower; the Resettlement and Rehabilitation strand forming 5% of your total grant giving under Investing in Londoners. However, the standard of the work delivered is high, and the services are reporting positive outcomes. The average grant size is also comparatively large which demonstrates a 'fewer but more specialist' approach to this area of work.

The prison and probation system

4. Prisons are under pressure with the highest rates of suicide since records began (119 suicides in prison in 2016), epidemic use of New Psychoactive Substances ('Spice'), and riots in prisons across the UK.¹ Reports of prisoners being locked up for 23 hours per day², overcrowding and a lack of staff mean that it can be challenging to facilitate access for charities, and prison governors can find it difficult to engage with charities, given these pressures.
5. Prisons have become increasingly overcrowded. The prison population has risen by 82% in the last 30 years; there have been multiple changes in government policy (six Secretaries of State for Justice in the last eight years); and cuts to funds and staff within the criminal justice system have all contributed to creating a very challenging environment.³ Although the Ministry of Justice is now reversing some of the cuts to prison staff numbers, a lot of experience and knowledge from long serving staff has been lost.
6. There have also been significant changes to the probation system which has had a substantial impact on the charitable sector. The 'Transforming Rehabilitation' process in 2015 led to the outsourcing of a large portion of the probation service in England and Wales, resulting in multi-million pound contracts for private companies and large voluntary sector organisations, with some smaller charities involved in sub-contracting arrangements. In London, the contract is held by the London Community Rehabilitation Company. This process has proved challenging for a lot of charities, both when involved in delivering a contract and where they felt they were 'squeezed out'.

¹ NPC, Beyond Bars: Maximising the Voluntary Sector's Contribution in Criminal Justice, March 2017

² HM Chief Inspector of Prisons for England and Wales, Annual Report 2016–17

³ Prison Reform Trust, Prison: the facts (Bromley Briefings Summer 2017)

7. Reoffending rates remain high, and 44% of adults are reconvicted within one year of release. For those serving sentences of less than 12 months this increases to 59%.⁴ Support through training, employment, housing and family are vital to supporting rehabilitation, and these are generally common threads running through many interventions, especially those delivered by charitable organisations. This is also likely to be a growth area as the Government has recently launched a scheme to let more prisoners out on day release to gain employment experience. Research by the Ministry of Justice '*Transforming Rehabilitation: a summary of evidence on reducing reoffending*' (2014) highlighted the importance of early action 'through the gate' work which begins an intervention prior to a prisoner being released and is maintained over a longer timeframe. Many charities are delivering excellent work in this area. However, while there is increasing knowledge, there also needs to be a correlating growth in the evidence-base for various interventions. The [Justice Data Lab](https://www.gov.uk/government/publications/justice-data-lab) [\[https://www.gov.uk/government/publications/justice-data-lab\]](https://www.gov.uk/government/publications/justice-data-lab) is run by the Ministry of Justice and encourages organisations to upload data on their service in return for analysis which assesses the impact of the programme against reoffending measures.
8. The criminal justice voluntary sector includes specialist services (targeting prisoners and ex-offenders) and non-specialist services (whose service users might include people who have a conviction but their main purpose is other work beyond the criminal justice sphere). Within this sector, voluntary organisations providing specialist support to families, women, young adults or people from black, Asian and minority ethnic (BAME) communities are experiencing specific challenges. These organisations are more likely to be maintaining or reducing services (rather than increasing). We know that people from BAME communities continue to be over-represented in the criminal justice system, yet services to support them appear to be in decline.⁵

Implications for City Bridge Trust

9. There are clear implications for your Committee in terms of understanding the challenges facing the organisations that apply for funding, considerations for assessing applications, and deciding where funding will have highest impact in this subject area.
10. Cuts to Government funding, policy changes and an overall reduction in sources of funding has meant that the criminal justice voluntary sector is very lean with many charities scaling back activities; Clinks State of the Sector 2017 reported that 30% of organisations had reduced and 21% had closed services in 2015/16. However, while relationships and perspectives will vary for each prison and governor, charity interventions are generally welcomed by the criminal justice sector and often provide an essential additional service. While some prisoners are not comfortable working with prison services, they

⁴ Prison Reform Trust, Prison: the facts (Bromley Briefings Summer 2017)

⁵ Clinks, The state of the sector 2017

may trust chaplains and charities more so as they are regarded as independent, and the choice of services provide various options of involvement – a solution for one person may not be the right approach for another. However, where charities work within prisons, it is essential that a positive relationship has been developed – it can take time to facilitate access to prisons and a sustained commitment is important.

11. NPC's report *Beyond Bars: Maximising the Voluntary Sector's Contribution in Criminal Justice* includes the below table which outlines potential intervention points. Currently your Committee focuses its funding on resettlement and rehabilitation.

	Policing	Courts	Prison	Resettlement	Community
Why fund this area?	<p>Strong evidence-base for early intervention</p> <p>Currently very little VSO activity in policing</p> <p>Opportunities to collaborate with PCCs</p>	<p>Ability to influence the treatment of individuals in the courts system</p>	<p>Custody provides a crucial time period to impact upon an individual's life.</p> <p>Charities do this through: Education and training Mental health Sports Arts Restorative justice Family ties</p>	<p>This is when individuals are most likely to reoffend, so potential impact is high.</p> <p>On leaving prison, charities support ex-offenders in areas such as: Housing Employment Education and training Re-integration with family and friends Support for family and friends Integration into the community</p>	
Funding tip	<p>Prevention needs substantial investment in pilots and in long term, robust evaluations.</p>		<p>Fund variety: service users have often been 'turned off' by multiple things. It could be something very niche that 'turns them back on'.</p> <p>Be aware that accessing prisons can be practically challenging.</p>	<p>There is great value in small, local charities. It is these organisations that have been cut out from the TR commissioning process. The risk of subsidising the state or private sector here can be reduced. And the drive for devolution and localism offers opportunities.</p>	

12. Charities in this sector can work in a variety of settings and intervention points, areas of need (e.g. family support, drug addictions, mental health) and different beneficiary groups (including women, young offenders, ethnic minority groups). Resettlement is the current focus in Bridging Divides and, as a key transition point, it also reflects your value of early action to prevent reoffending.

Conclusions and recommendations

13. While many areas would benefit from more research or funding, it is not recommended that your area of focus on resettlement be changed at this time. Bridging Divides currently invites applications from 'suitably experienced specialist support services' to support ex-offenders leaving custody or serving community sentences. Whilst providing a focus on the experience and expertise of the group - essential for work in this area - the target is usefully broad and reflects the range of services which can deliver positive outcomes for this beneficiary group. Bridging Divides also allows for core funding which would be very valuable to a lot of groups in this sector, considering the recent

challenges they have faced and continue to face. Your officers' assessments should continue to ensure that due consideration is given to the strength of the applicant organisation's relationship with any prison in which it is carrying out work.

14. However, there are other vital areas to explore outside of your current rehabilitation focus. Through Bridging Divides, the mechanisms of 'Ideas Please' and Strategic Initiatives could harness knowledge of other projects operating in London – especially where they work to your Bridging Divides values of 'Inclusion and Representation' and 'Early Action'. Some additional areas which emerged from your officer's research include (but are not limited to): work with offenders' families; work with BAME communities; young adults leaving custody (those aged 18-25 can slip through the gaps); early action work with the courts (in consultation with the Old Bailey in the spirit of the total asset approach of your new funding strategy); and early action work with young people. Each of these, and others, could be considered either as a Strategic Initiative or through 'Ideas Please' to ensure maximum impact in this complex area of work.

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Principal sources of information

- Beyond Bars: Maximising the voluntary sector's contribution in criminal justice, NPC (March 2017)
- Prison: the facts (Bromley Briefings Summer 2017), Prison Reform Trust
- State of the Sector 2017, Clinks
- HM Chief Inspector of Prisons for England and Wales, Annual Report 2016-17
- Conversation with Nick Hardwick, former HM Chief Inspector of Prisons, and former Chair of the Parole Board.

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Committee	Dated:
City Bridge Trust	6 th July 2018
Subject: Grants Budget and Applications today	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Information
Report author: 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. 33 grant recommendations will be dealt with at today's meeting, including 27 recommendations for decision by Members today (see Section 11 of today's papers). 6 grants are to be noted as approved by delegated authority since your last meeting (Section 12c of today's papers).

Action	Investing in Londoners	
	Nº	£
Grant recommendations	27	3,257,850
Approved by delegated authority up to £10,000	5	12,520
Approved by delegated authority from £10,001 - £25,000	0	0
Approved by delegated authority from £25,001 - £50,000	1	29,720
Total	33	3,300,090

2. A further 47 applications are either recommended for rejection, or have been withdrawn or lapsed (sections 12a and 12d of today's papers). This includes 16 applications rejected under the latest round of your Stepping Stones grants programme.

Action	Investing in Londoners Nº
Recommended for rejection	22
Delegated rejections (to note)	16
Withdrawn (to note)	8
Lapsed (to note)	1
Total	47

3. There are 10 new variations to grant awards to report at today's meeting, leading to write-backs of £192,175. This is a higher figure than usual as it includes unused balances resulting from a reconciliation of your grants database (see the separate report entitled "Variations to grants" elsewhere in your papers today). The total value of variations this financial year is £219,550.
4. Table 1 shows the implications of today's recommendations against your 2018/19 grants budgets.

Table 1: Overall spend against 2018/19 total grants budgets						
	Investing in Londoners		Anniversary Programmes		Total	
Budget		£		£		£
2018/19 Budget		20,000,000		0		20,000,000
2017/18 carry forward		0		2,830,900		2,830,900
Total budget		20,000,000		2,830,900		22,830,900
Grants awarded in 2018/19	2,774,786		0		2,774,786	
Less 2018/19 variations to date*	(219,550)		0		(219,550)	
Net grant commitments 2018/19 to date		2,555,236		0		2,555,236
Remaining budget 2018/19		17,444,764		2,830,900		20,275,664
Today's meeting						
Grant spend		3,300,090		0		
Non-grant spend**		0		0		
Today's meeting total		3,300,090		0		3,300,090
Remaining budget 2018/19 after today's meeting		14,144,674		2,830,900		16,975,574

* Variations are write-backs and revocations to 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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Committee	Dated:
City Bridge Trust	6 th July 2018
Subject: Grants analysis, trends and management	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Information
Report author: Jemma Grieve Combes, Grants Officer	

Summary

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

If today's recommendations are approved you will have £14,344,674 (70%) of your main grants budget (comprising both Investing in Londoners and Bridging Divides grants schemes) left to spend.

Recommendation

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 20th 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 23rd April 2018. Both schemes draw on 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.

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 £14,144,674 (70%) of your Investing in Londoner's grants budget left to spend.

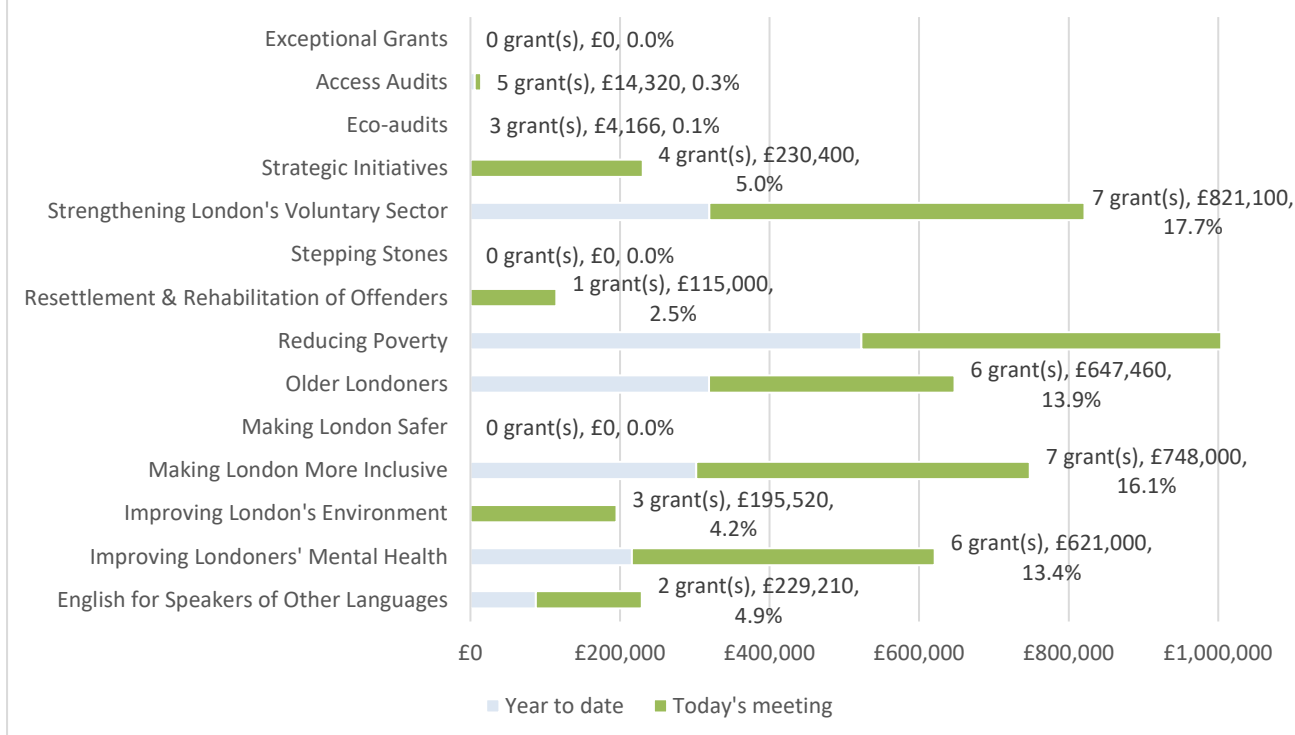


5. **Grant variations:** Write backs of funds to date total £219,550. This represents 1.1% of the annual grants budget and, as such, is not unduly high.
6. **Assessments in progress:** The Trust is currently assessing Investing in Londoners applications, including Strategic Initiatives, at a total value of £12,663,372. It would be fair to assume that approximately 45% of the grants requested would eventually be recommended.

Table 1: Proposed use of remaining budget	
Value of submitted applications - under assessment	£11,792,758
Value of proposed strategic initiatives	£870,614
Total requests under assessment	£12,663,372

7. **Awards made against grant outcomes:** Under your Investing in Londoner's scheme you have several different programmes which aim to achieve different thematic outcomes. Chart 2 shows today's recommendations by programme. At this point in the financial year it is too early to comment on any emerging trends but a separate report in today's papers looks at trends across the lifetime of your Investing in Londoner's grants scheme.

Chart 2: % 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.

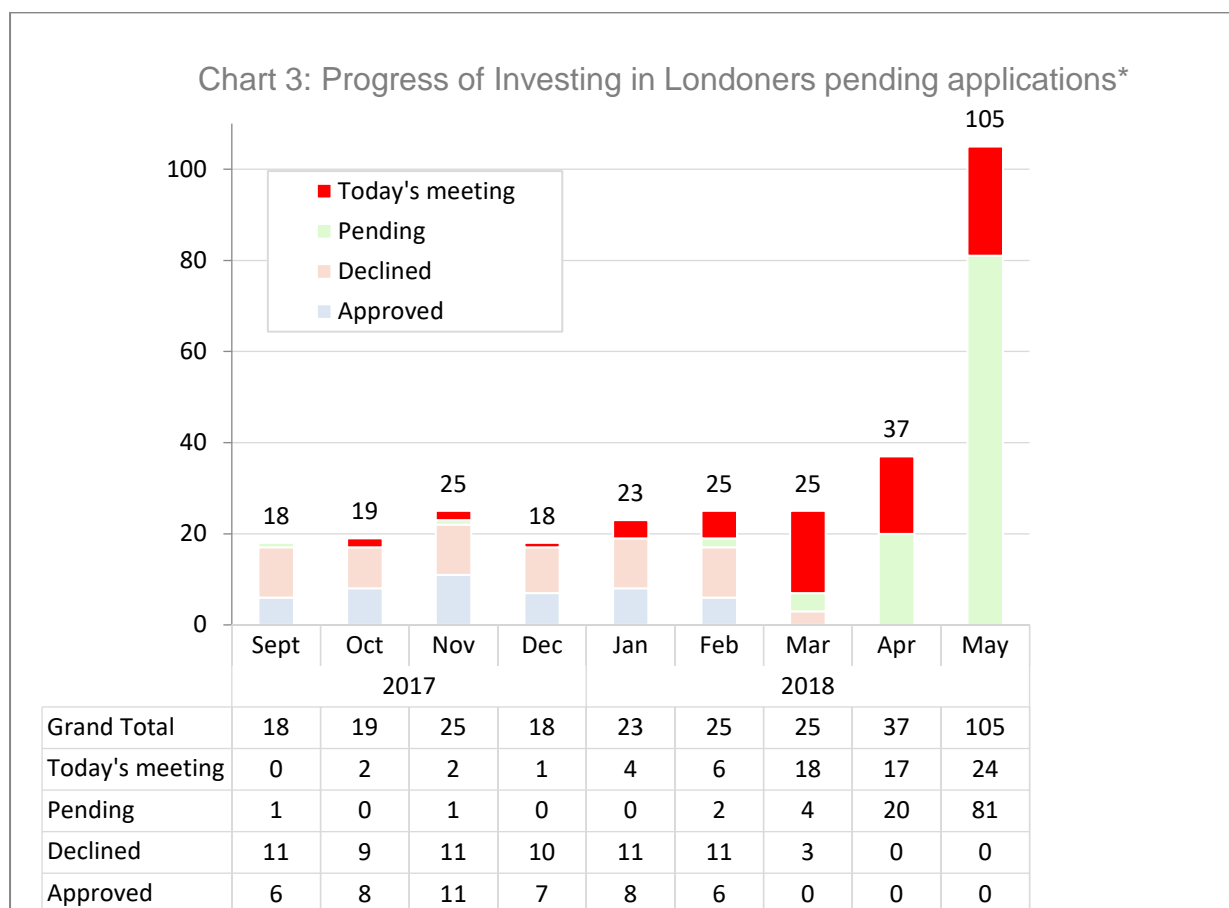
11. Prince's Trust

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 3 shows the progress of applications from the date of the oldest pending application. At the time of writing this report, 109 applications were pending, 98% of which were received in the last 4 months. This shows that the Trust is delivering well on its 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, partnership programmes and exceptional grants as they are usually approved through a different application process than your standard Investing in Londoners grants. To date 3 Bridging Divides applications have been received, 1 under the standard programmes and 1 under the small grants programmes. These have not been included in the figures below.



13. Volume of applications: The peak in applications in May 2018 reflects the closure of Investing in Londoners and the deadline for the latest round of your Stepping Stones Fund. The Trust has taken on additional temporary staffing resource to ensure these applications are processed in a timely manner, the cost of which is already within your budget.

14. Grants in Management value: The total value of the grants (approximately 680) currently under the on-going management of your Grants Officers is approximately £ 30,387,715.

15. Grants in management learning and monitoring: In the financial year to date your officers have assessed and signed off 91 annual progress reports from grantees.

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INDEX OF GRANT RECOMMENDATIONS

	Ref No.	Organisation	Requested Amount	Recommended Amount
<u>Investing in Londoners: partnership programme</u>				
a	14845	Prisoners Abroad	£233,300	£233,300
<i>Total Investing in Londoners: partnership programme</i>			£233,300	£233,300
<u>Strategic Initiatives</u>				
b	14849	Cranfield Trust	£68,400	£68,400
c	14832	Ealing CVS	£60,000	£60,000
d	14833	Trust for London	£300,000	£300,000
<i>Total Strategic Initiatives</i>			£428,400	£428,400
<u>English for Speakers of Other Languages</u>				
e	14578	Refugee Action Kingston	£132,614	£141,850
<i>Total English for Speakers of Other Languages</i>			£132,614	£141,850
<u>Improving London's Environment</u>				
f	14601	Roots and Shoots	£120,203	£120,200
g	14589	Stepney City Farm Ltd	£139,601	£45,600
<i>Total Improving London's Environment</i>			£259,804	£165,800
<u>Improving Londoners' Mental Health</u>				
h	14558	CHANCE UK	£91,000	£91,000
i	14556	Metro Centre Limited	£83,476	£83,400
j	14546	Spear Housing Association Ltd	£60,760	£92,500
k	14541	Spitalfields Crypt Trust	£120,000	£138,000
<i>Total Improving Londoners' Mental Health</i>			£355,236	£404,900
<u>Making London More Inclusive</u>				
l	14566	Equal People Mencap	£97,990	£101,000
m	14549	Holborn Community Association	£100,000	£100,000
n	14532	One-To-One (Enfield)	£172,079	£145,000
o	14559	Vineyard Congregational Church	£100,000	£100,000
<i>Total Making London More Inclusive</i>			£470,069	£446,000

	Ref No.	Organisation	Requested Amount	Recommended Amount
<u>Older Londoners</u>				
p	14501	Age UK Bexley	£90,224	£90,300
q	14642	Kingston Carers Network	£177,924	£178,000
r	14586	London Children's Ballet	£60,000	£60,000
<i>Total Older Londoners</i>			£328,148	£328,300
<u>Reducing Poverty</u>				
s	14273	Bangladesh Youth Movement (BYM)	£77,643	£70,000
t	14562	Brixton Advice Centre	£190,511	£146,000
u	14657	Cambridge House	£146,389	£146,500
v	14582	Child Poverty Action Group	£131,834	£130,000
<i>Total Reducing Poverty</i>			£546,377	£492,500
<u>Resettlement and Rehabilitation of Offenders</u>				
w	14550	Key4Life	£115,000	£115,000
<i>Total Resettlement and Rehabilitation of Offenders</i>			£115,000	£115,000
<u>Strengthening London's Voluntary Sector</u>				
x	14576	CVS Brent	£124,766	£134,800
y	14666	London Play	£111,002	£111,000
z	14574	Partnership for Young London	£106,100	£106,000
aa	14650	Pro Bono Economics	£180,000	£150,000
<i>Total Strengthening London's Voluntary Sector</i>			£521,868	£501,800
Grand Totals			£3,390,816	£3,257,850

Committee:	Date:
City Bridge Trust	7 th July 2018
Subject: Partnership with Prisoners Abroad (ref 14845)	Public
Report of: Chief Grants Officer (CGO) and Director of City Bridge Trust	For Decision
Report author: Jenny Field, Deputy Chief Grants Officer	

Summary

This report requests funding to continue your current partnership with Prisoners Abroad (PA) for a further year from October 2018 through resettlement fund, supporting destitute British citizens returning to London after imprisonment overseas. This is one of two partnership programmes you have initiated to support individuals in need, the other being with Buttle UK to establish the Anchor Project to support families re-building their lives following domestic abuse.

Recommendation

Members are asked to:

- Approve a grant of £233,300 over one year for the continuation of the Prisoners Abroad's resettlement fund supporting destitute British citizens returning to London after imprisonment overseas.

Background

1. In January 2014, you approved a grant of £330,000 over 18 months towards PA's resettlement programme supporting destitute British citizens returning to London following imprisonment overseas. Further grants of £330,000 and £350,000 were approved in July 2015 and March 2017 respectively. The last grant will end in October 2018, and the proposal before you is to continue the service from October 2018 until September 2019.
2. This is one of two partnership programmes you have initiated in order to support individuals in need, the other being with Buttle UK to support families rebuilding their lives following domestic abuse.

About Prisoners Abroad

1. Prisoners Abroad (PA) is the only UK charity providing humanitarian aid, advice and emotional support to British prisoners held in foreign prisons, often in conditions that seriously threaten their physical and mental health. It supports them during their incarceration and when they return to the UK. It also supports family and friends.
2. It has three main areas of activity:
 - **Working with clients during prison sentences.** PA provides a vital link between prisoners detained overseas and various agencies both in the UK and in the country in which they are held. PA provides specialist advice to prisoners and their families, including information on foreign criminal justice systems, prisoners' rights, prison conditions, parole, remission and transfer to the UK. Last year, they supported 1,669 prisoners, including 539 new prisoners in 106 countries.
 - **Working with families and friends of those detained.** PA provides advice, support and information to friends and family about foreign prison conditions and criminal justice systems. It aims to aid communication between families and the imprisoned family member and to prevent family relationships from breaking down. It also has 23 family support groups in the UK, run by volunteers.
 - **Resettlement work following release from prison.** PA's resettlement service provides a range of services designed to prevent homelessness and destitution for Britons returning to the UK.
3. It provides free and confidential services on the basis of need. It does not campaign to get prisoners released and it cannot give legal advice, pay fines or visit prisoners overseas.

Prisoners Abroad Resettlement Service

4. The majority of deportees have been out of the UK for many years and have built lives, with partners, children and jobs abroad before finding themselves with no choice but to leave it all behind. Around 60% of new returnees have been out of the UK for at least 10 years and around 20% of new returnees have been out of the UK for at least 40 years. As a result, 32% of the people that Prisoners Abroad help have no relative in the UK and those that do often have no contact with their relatives and cannot expect assistance. 78% have nowhere to stay on arrival at London's airports, 44% arrive in the UK with a health problem requiring medical attention (20% report mental health issues and 20% substance abuse issues). Often people arrive without their medication and so put themselves and others at risk.
5. Returnees are unable to access many homeless services without a link to a Borough and will find it impossible to afford deposits and agency fees for longer-term rented accommodation. It is also extremely difficult to access the welfare benefits to which they are entitled and the process normally takes four

to six weeks, leaving them destitute in the meantime. The resettlement fund exists to help people through this period.

Outputs/outcomes for 2017/18 for Hardship Fund

6. During 2017/18, the resettlement fund has helped 170 people (20 more than estimated), as follows:
 - 108 people have been helped into emergency accommodation
 - 43 people have been helped with accommodation agency fees and deposits
 - 138 people have received subsistence grants
 - in addition, grants have been awarded towards travel, passports, mobile phones, basic necessities and starter-packs for those being re-housed.

Feedback on Prisoners Abroad

7. Prisoners Abroad came second in the London Homelessness Awards in October 2017 in recognition of its innovation and effectiveness in working with homeless people.
8. One client recently stated, "It's very easy to give up in that situation. Give up on everything. If you've got no money, you might end up stealing to survive. You'd go back to prison."

Proposed outputs from October 2018

- 90 people accommodated following their first few days/weeks return from abroad
- 115 people receive food grants of £5 per day
- 120 people receive travel grants
- 35 people receive passports
- 40 people supported into longer-term housing
- 60 people receive mobile phones
- 70 people receive basic necessity grants
- 75 people receive 'start-pack' grants following re-housing.

Improving services for particularly vulnerable returnees

9. Prisoners Abroad has initiated a new pre-release form to improve its assessment of the needs of returnees before their arrival. This will particularly address the needs of older people, the under 25's and women.

Budget for the Resettlement Service

10. A detailed budget for the service has been provided, as set out in the table overleaf.

	Resettlement Service budget for 12 months	Requested Contribution from City Bridge
TOTAL OPERATING EXPENDITURE:		
Direct Charitable Expenditure:		
Grants Paid Directly to Clients		
Resettlement emergency housing grants	100,000	100,000
Resettlement subsistence/food grants	25,300	25,300
Resettlement travel grants	26,400	26,400
Resettlement housing access fees/ deposits	37,300	37,300
	189,000	189,000
Other Direct Charitable Project Costs		
UK passports fees	2,600	2,600
Mobile phones	1,200	1,200
Basic necessities (clothes, toiletries, etc)	2,000	2,000
Housing starter packs	4,500	4,500
Monitoring and evaluation costs	14,000	6,000
Preparation for work project costs	12,000	
Resettlement support group costs	1,000	
Printing - handbooks and Induction packs sent to clients	1,000	
Client 'Rebuild' magazine - 2 issues	2,000	
Resettlement housing project	10,000	
Misc. other costs (vetting, volunteers, etc)	2,900	
	53,200	16,300
Staff Costs & overheads		
Service delivery staff and allocation of management and support	290,000	
Rent, Resettlement Unit, rates, electricity	87,800	28,000
	377,800	28,000
TOTAL OPERATING EXPENDITURE	620,000	233,300

Financial Information

11. The deficit in 2016-17 was planned and was due to two exceptional circumstances. It was decided to move premises, to provide more room for the increased number of clients at the resettlement centre and a high turnover of staff in the fundraising department. The work on the new centre is now complete and the staffing issue resolved. A surplus is forecast for 2017-18 and it is hoped that fundraising during 2018-19 will help to reduce or eliminate the projected deficit in 2018-9.

Year end as at 31 March	2017	2018	2019
	Audited Accounts	Draft	Budget
	£	£	£
Income & expenditure:			
Income	1,526,552	1,772,403	1,737,000
- % of Income confirmed as at 7th June 2018	n/a	n/a	63%
Expenditure	(1,712,459)	(1,722,363)	(1,762,000)
Total surplus/(deficit)	(185,907)	50,040	(25,000)
Split between:			
- Restricted surplus/(deficit)	(9,342)	16,874	0
- Unrestricted surplus/(deficit)	(176,565)	33,166	(25,000)
	(185,907)	50,040	(25,000)
Cost of Raising Funds	320,123	314,097	317,000
- % of Income	21.0%	17.7%	18.2%
Operating expenditure (unrestricted funds)	874,122	846,528	783,234
Free unrestricted reserves:			
Free unrestricted reserves held at year end	205,950	260,887	235,887
No of months of operating expenditure	2.8	3.7	3.6
Reserves policy target	300,000	300,000	300,000
No of months of operating expenditure	4.1	4.3	4.6
Free reserves over/(under) target	(94,050)	(39,113)	(64,113)

Conclusion

12. Prisoners Abroad works with a highly vulnerable client group for whom the resettlement service is a lifeline. Arriving in London without basics such as a travel card, and often no family or friends, is traumatic and it would be all too easy for these individuals to become suicidal, drift into substance abuse or re-offend and/or become street homeless. PA is able to provide the practical and emotional support to aid their successful resettlement.
13. If funding is approved for a further year, it is proposed that discussions commence regarding an exit strategy for the Trust.

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

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

Committee	Dated:
City Bridge Trust	6 th July 2018
Subject: Strategic Initiative – Cranfield Trust	Public
Report of: Chief Grants Officer	For Decision
Report author: Tim Wilson, Principal Grants & Social Investment Officer	

Summary

This report seeks your approval for a further six months of funding towards the “Strive” programme by Cranfield Trust ahead of the launch of City Bridge Trust’s funder plus scheme in early 2019. Continuation funding for “Strive” will help ensure City Bridge Trust can refer grantees and applicants to a source of high-quality advice and support.

Recommendations

Members are asked to

- Agree a grant of £68,400 over six months to Cranfield Trust to provide up to 32 London-based charities with management consultancy support through its “Strive” programme. The award to be conditional on a satisfactory review of the Cranfield Trust’s financial forecast for 2018-19.

Main Report

Background

1. The Cranfield Trust, an independent charity, was established in 1988 to provide free management consultancy to social welfare organisations. Cranfield Trust places commercially skilled volunteers (who have a high degree of empathy and understanding of the pressures voluntary sector organisations face) with small to medium sized charities to address specific projects. Almost 60% of volunteers hold an MBA. 80% of the organisations benefitting from Cranfield Trust support have a turnover of less than £1 million.
2. Around half of Cranfield Trust’s clients benefit from strategic and business planning support, but assistance is also available with marketing, IT, HR, finance and mergers. Some organisations receive support with feasibility studies for revenue generating activities.
3. The match-making between charities and volunteers is delivered by Cranfield Trust’s London Project Managers, who are themselves experienced voluntary

sector consultants. Early engagement with a Project Manager helps the charity requesting support to refine their initial proposal. For example, discussions with the Project Manager might reveal that the root cause of the issue the charity wishes to address is deeper and requires a different intervention than first thought.

4. In November 2016 Committee approved a strategic initiative awarding Cranfield Trust £205,100 over 18 months through a new programme called "Strive". This was launched in December 2016, and further promoted through an event at the Guildhall in March 2017.
5. "Strive" services address management challenges to strengthen organisational efficiency and effectiveness. Cranfield's clients most commonly present one or more of the following issues:
 - i. Limited capacity to plan;
 - ii. Weak financial management;
 - iii. The need for stronger governance;
 - iv. Increased need for human resource expertise; and
 - v. The need for leadership support and development.

Proposal

6. City Bridge Trust released first payment towards Cranfield's "Strive" programme in January 2017, and the current programme is due to end in early July 2018. The Trust is still working on its Funder Plus programme for grantees as part of its Bridging Divides strategy and pending the formal launch of this scheme wishes to ensure that London charities can still benefit from capacity building support. A short-term award to Cranfield allows continuity of service until the full Funder Plus suite is ready.
7. The 2016-18 "Strive" phase aimed to work with 95 frontline organisations, of which at least 70 should be City Bridge Trust grantees and at least 25 charities operating in London which are potential applicants. Over the current funding period, Cranfield has supported 141 frontline organisations, of which 68 are City Bridge grantees.
8. The "Strive" programme has sufficient pending pipeline (46 organisations) to meet the target for grantee support before the end of its current award, and the level of interest demonstrates the potential for Cranfield to reach the proposed new target for the coming 6-month period. Demand has grown for "Strive" over the current funding period, and a subsequent award would help maintain this momentum. Cranfield proposes to strengthen its offer to the sector by including new services around HR compliance, financial forecasting and maximising impact.
9. Beneficiary feedback on "Strive" has been consistently positive. In addition to written testimony, several programme participants spoke at a February 2018 event at Saddlers' Hall where the charity's patron, HRH the Princess Royal delivered a key note address. Data provided by Cranfield shows a good geographical distribution of beneficiaries across London.

10. City Bridge Trust is developing a wider programme of Funder Plus which we expect to launch in January 2019. The proposed grant to Cranfield Trust ensures that grantees can continue to benefit from expert advice and support until the wider scheme is available.

11. Both the proposed level of funding and the target beneficiary numbers are proportionate to the current award.

Financial Information

12. Cranfield Trust's unrestricted reserve holding as shown in the table below is above target. The Trustees set a reserve target based on planned total organisational expenditure for the 12 months ahead, which is prudent, but not commonly used by other charities considered by this Committee. For sake of consistency, the financial table accompanying grant recommendations compares the reserve holding at year end with expenditure in the financial year just ended. On this basis, Cranfield holds surplus reserves. However, examining the reserve position for 2016 and 2017 using the method Cranfield's trustees apply, the holding is within range. 2016 free reserves are equivalent to 6.5 months' of the total organisational expenditure for 2017, and free reserves for 2017 are equivalent to 7.3 months' of total planned organisational expenditure for 2018. Officers expect to receive a 2018-19 forecast shortly and will use this to verify if the reserve position at financial year end 2018 is also consistent with Cranfield's approach.

13. The table shows income rising significantly in 2017 compared with the two financial years either side. This was a result of a significant grant of £250,000 received from the Garfield Weston Foundation which is for three years of delivery. The charity is holding this award in restricted reserves and spending funds over a 36-month period.

14. In contrast, the cost of raising funds falls in 2017 compared with the two financial years either side. For nine months of the 2017 financial year the charity's Fundraising Manager role was vacant. Cranfield has now recruited to this role and the level of fundraising expenditure is returning to previous levels.

15. Finally, at time of preparing this paper for Committee the charity was not ready to share a forecast for 2018-19 since these were pending review by Trustees as part of an internal reorganisation. Your officer recommends that release of funds should be conditional on receipt of a satisfactory forecast for 2018-19. These figures are expected before the end of June.

Year end as at 30 September	2016 Audited Accounts £	2017 Audited Accounts £	2018 Forecast £
Income & expenditure:			
Income	528,828	713,749	587,528
- % of income confirmed at 21/5/18	n/a	n/a	86%
Expenditure	422,048	447,128	607,546
Total surplus/(deficit)	106,780	266,621	(20,018)
Split between:			
- Restricted surplus/(deficit)	4,206	139,321	0
- Unrestricted surplus/(deficit)	102,574	127,300	(20,018)
	106,780	266,621	(20,018)
Cost of Raising Funds	28,205	7,851	23,703
- % of income	5.3%	1.1%	4.0%
Operating expenditure (unrestricted funds)	96,528	200,324	325,355
Free unrestricted reserves:			
Free unrestricted reserves held at year end	242,433	369,733	349,715
No of months of operating expenditure	30.14	22.1	12.9
Reserves policy target	24,132	50,081	81,339
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	218,301	319,652	268,376

Conclusion

13. Cranfield Trust is a well-regarded support provider and has delivered a successful intervention through its "Strive" programme since this launched in December 2016. Continuation funding will help ensure support provision remains available for City Bridge Trust grantees until the wider funder plus scheme is launched in early 2019.

Appendix

Appendix A – Summary Assessment of Strategic Initiative

Tim Wilson
Principal Grants & Social Investment Officer, City Bridge Trust
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Summary Assessment of Strategic Initiative for Committee Decision
(Use: Y/N/Potentially or N/A where relevant)

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

PRIORITISATION GUIDANCE	
Evidence	
Is there external and/or internal research and information that supports the need for the proposed grant?	Y
Is there external and/or internal research and information that indicates the approach proposed in the grant will be successful?	Y
Is there evidence that indicates the work will be hard to fund from other sources?	In part
Impact	
Will the grant tackle a root cause(s), or positively influence policy or practice?	Y
Will the work/approach funded be replicable?	Y
Does the grant provide an opportunity to strengthen Civic Society in London?	Y
Is the work sustainable beyond the period of the grant?	Possibly
Can the impact of the work be measured through evaluation?	Y
Leverage	
Will the grant particularly benefit from the Trust's and the Corporation's distinctive networks and connections? Is there an opportunity to add value in this regard?	Y
Will the grant be able to build on the Trust's, and its existing grantees'/investees', knowledge and expertise?	Y
Will the grant have the potential to leverage any other funding from other sources?	Y
Spread	

Geographic	
Will the grant support work in a geography where there is high need but relatively low Trust spend?	Potentially
Thematic	
Will the grant support work in a thematic area(s) of the Investing in Londoners / Bridging Divides Programme where there is high need but relatively low Trust spend?	Possibly
Portfolio	
Within the Trust's Strategic Initiative portfolio, is the grant duplicating or complementing anything already funded?	Complementing preparatory for the Funder Plus services to be launched as part of <i>Bridging Divides</i>
Approach	
Will the grant enable better collaboration between relevant organisations?	Y
Is the proposed work across more than one LA or is London-wide?	Y
Does the proposed work explicitly link the private, statutory and voluntary sectors?	Y

MEETING 06/07/2018

Ref: 14832

ASSESSMENT CATEGORY – Strategic Initiative

Ealing CVS

Adv: Jenny Field

Amount requested: £60,000

Base: Ealing

Benefit: Hounslow

Amount recommended: £60,000

The Applicant

Ealing Community and Voluntary Service (Ealing CVS) is the key voluntary sector infrastructure support organisation serving the boroughs of Ealing and Hounslow. It hosts Hounslow Voluntary Sector Support Service (HVSSS) which provides infrastructure support for the voluntary sector in the LB Hounslow. HVSSS has begun the development work of Hounslow Giving and it is therefore proposed that any grant be received by its host, Ealing CVS.

Ealing CVS has a 30-year successful track record of supporting local voluntary and community action whilst HVSSS has a database of 788 groups and a membership of over 300 organisations. During 2017, HVSSS provided capacity building support to 120 groups in Hounslow and helped those groups to generate income of over £600,000.

The Application

You are asked to support the development of Hounslow Giving as part of London's Giving network of place-based giving schemes. HVSSS has strong partnership arrangements with LB Hounslow and the Clinical Commissioning Group (CCG) in Hounslow. It is also a member of Hounslow Chamber of Commerce and is therefore in a strong position to bring together the voluntary, statutory and private sectors as partners in a place-based giving scheme.

The Recommendation

HVSSS has brought together a number of key partners to form a Steering Group to provide strategic direction to, and support the development of, a place-based giving scheme in the borough. The partners comprise representation from HVSSS; Volunteering Hounslow (the volunteer development agency for the borough); Hounslow Chamber of Commerce; Hounslow Community Network (which works alongside HVSSS and provides voice and representation for the sector); and Inspire Hounslow (which encourages disadvantaged young people to succeed and whose activities include grant-making). These partners will provide a very solid foundation for Hounslow Giving. Funding for a Development Officer for two years will help build the momentum and allow the development of Hounslow Giving to be taken to the next level.

£60,000 over two years (2 x £30,000) towards the salary and associated running costs of a Development Officer to develop Hounslow Giving as part of the London's Giving network. Any grant to be received by Ealing CVS.

Funding History

Meeting Date	Decision
24/11/2016	Reject. Application did not meet your priorities.
25/09/2014	Withdrawn.
26/04/2012	Lapsed.
06/04/2006	£69,200 over three years (£16,200; £26,000; £27,000) towards the

salary and associated running costs of a Funding and Development Manager.

Background and detail of proposal

Ealing CVS, through HVSSS, wish to appoint a Development Officer to take the development of Hounslow Giving forward. The role of the postholder would be to develop a strategy and options for Hounslow Giving, including a brand and identity; develop relationships with organisations across the voluntary, statutory and private sectors; develop a volunteering programme to harness corporate skilled volunteering opportunities for the benefit of local community groups; raise the profile of Hounslow Giving and to develop and implement a communications strategy for it; and to actively participate in the London's Giving network. It is hoped to launch Hounslow Giving in April 2019 with a small grants programme.

The total costs over two years are estimated to be £97,000 and funds of £37,000 from LB Hounslow have been secured. The Trust is asked to provide the balance of £60,000 over two years/

There are currently 10 active place-based giving schemes in London, with a further 17 in development, including this Hounslow scheme. If successful, it will be the first place-based giving scheme in an outer West London borough and a welcome addition to the London's Giving 'family'.

Financial Information

Ealing CVS does not currently show its cost of raising funds in its accounts and so this figure is not shown in the 2016-17 column in the table below. Ealing CVS's Finance Director estimates the figure to be approximately £45,000 per annum.

It incurred a large deficit in 2016-17 due to expenditure on work that had been budgeted to be funded by the CCG but which was not approved in the end. The trustees of Ealing CVS are acutely aware of the need to build free reserves through a combination of increased fundraising and reducing overheads. Three core posts in the organisation are due to be made redundant over the coming months.

Year end as at 31 March	2017	2018	2019
	Audited Accounts	Forecast	Budget
	£	£	£
Income & expenditure:			
Income	598,741	726,303	751,940
- % of income confirmed as at 30/05/2018	n/a	n/a	79%
Expenditure	(773,319)	(725,561)	(766,551)
Total surplus/(deficit)	(174,578)	742	(14,611)
Split between:			
- Restricted surplus/(deficit)	(87,289)	12,914	0
- Unrestricted surplus/(deficit)	(87,289)	(12,172)	(14,611)
	(174,578)	742	(14,611)
Cost of Raising Funds	n/a	45,000	45,000
- % of income	n/a	6.2%	6.0%
Total expenditure	773,319	725,561	766,551
Free unrestricted reserves:			
Free unrestricted reserves held at year end	78,979	66,807	52,196
No of months of operating expenditure	1.2	1.1	0.8
Reserves policy target	193,330	181,390	191,638
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(114,351)	(114,583)	(139,442)

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

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

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

Committee	Dated:
City Bridge Trust	6 th July 2018
Subject: Supporting organisations led by disabled people – a joint initiative with Trust for London (Reference: 14833)	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Decision
Report author: Ciaran Rafferty, Principal Grants Officer	

Summary

This report requests funds to support an initiative – *Strengthening Voices, Realising Rights* - to be led by Trust for London which aims to increase access to legal advice and support by disabled Londoners, provided by organisations led by disabled people themselves.

Recommendation

Members are asked to:

- Agree a grant of £300,000 over three years to Trust for London to establish a joint fund to support the extension and sustainability of Deaf and Disabled People's Organisations (DDPOs) in providing access to advice, support and voice for disabled Londoners.

Main Report

Background

1. "Nothing about us without us" is a slogan used to communicate the idea that no policy should be decided nor service delivered by any representative without the direct participation of those affected by that policy or service. The term became particularly prominent in disability activism in the 1990s and is a concept still valid today.
2. In the disability movement the principle is reflected in the form of Deaf and Disabled People's Organisations (DDPOs) – organisations where the majority of the leadership comprises deaf or disabled people. Such organisations, it is argued, know what's best for the people they serve.

Current Position

3. Mounting evidence shows that disabled Londoners are experiencing rising levels of poverty and inequality. DDPOs play a vital role in supporting them in asserting their legal rights, in challenging discrimination, and in promoting inclusion in the wider community.
4. However, despite being suitable mechanisms for voice and action, DDPOs are few and far between and those that do exist are facing serious funding and sustainability challenges. Nine London boroughs have no pan-impairment DDPOs providing social welfare law advice; seven boroughs have no DDPO at all; and four existing DDPOs are struggling to remain viable.
5. Over the past year Trust for London has commissioned research to determine the current situation regarding access to justice for disabled Londoners and has made a considerable effort to inform and engage other funders on this subject, with the aim of creating a joined-up approach to the issue and a pooled fund to support more and stronger DDPOs in the capital.
6. TFL, in conjunction with London Funders, has coordinated several meetings of funders interested in this subject. Whilst few are able to pledge funds to a joint pool some, such as the Big Lottery, would consider aligning some of their funding with particular aspects of the initiative (eg in supporting groups' other work). The proposed initiative aims to deliver a framework which enables diverse stakeholders with different agendas to participate at a level and in a manner that suits their strengths and accommodates their operational limitations.

Options

7. Trust for London is seeking other funders' support to implement two elements in this *Strengthening Voices, Realising Rights* initiative:
 - a) a funders' platform to host a network of independent funders with the strategic goal of supporting peer-led initiatives to advance equality and improve the quality of life for disabled Londoners; and
 - b) a pooled fund to provide grants to individual organisations, capacity-building programmes, and a learning component.

Proposals

Funders' Platform

8. The detail and costs of the Funders' Platform are yet to be determined, hence they are not included in Table 1 below, though it is hoped that London Funders may be able to provide the secretariat for this given their success with the similar platforms they developed for the Grenfell funds.

Pooled Fund

9. The Pooled Fund will offer at least 5 x 3-year grants of c.£60,000 per year to existing DDPOs to increase their capacity to offer advisory services to disabled

residents of boroughs with little or no current DDPO. The services will aim to ensure that residents understand and exercise their rights, access services and entitlements, have a voice and can challenge discrimination.

10. Funds will also be available to provide organisational capacity building to increase their effectiveness and impact (eg by increasing their advice-giving competences and obtaining Advice Quality Standard accreditation; for quality training to support self- and peer-advocacy development; and for resources and training to collate casework and to better champion the needs, views and interest of disabled people).
11. The third component of the Pooled Fund will be to engage a learning partner to carry out a formative evaluation to generate ongoing knowledge into how the funded projects are operating and to gain timely information to refine the initiative in a systematic way and based on evidence.

Co-production in decision making

12. It is proposed that a Grants Advisory Panel be established to allocate the funds and one which encompasses – in addition to representation from the funding bodies – advisors with lived experience of disability, to uphold the spirit of “nothing about us without us”. The key tasks of the Panel would be to:
 - Refine the grant-making guidelines prior to launch
 - Assist in the selection of a learning partner
 - Undertake the shortlisting of applications (which would then, following assessment, go to the Trust for London trustees for final decision)
 - Support the sharing of learning from the initiative with the wider UK grant making community to promote inclusive grant-making practices.
13. Trust for London would host the initiative and administer the funds, therefore if you agree the recommendation to contribute then the grant would be payable to them. You have, of course, a track record with this type of arrangement and a long collaborative history with Trust for London – going back to the *Fear & Fashion* initiative begun in 2006 to the current partnership on the *Moving on Up* and the *Citizenship and Integration* projects. TFL would also coordinate all the processes and stakeholders, including the recruitment and induction of advisors.

Implications

14. TFL has advised that a pooled fund of approximately £1.5m would be needed to launch the grants initiative. Its trustees have already agreed £500,000 and are due to consider an additional contribution of £250,000 at their meeting in June. In addition, an application for one of the budget components of the initiative (that of “voice”) for £225,000 over three years is in their pipeline. If agreed, this component will be funded from TFL's main grant programme, bringing their likely total commitment to £1m. Table 1 below illustrates the components and costings:

Table 1: Estimate of costs

No. of Grants	Description	Annual cost	Cost for 3 years	Funds already committed
5	Individual DDPOs to provide services in boroughs of need	£300,000	£900,000	
1	Pan-London Casework support	£40,000	£120,000	
1	Pan-London advice service development coordination	£60,000	£180,000	
1	Pan-London strengthening voice, campaigning & influence	£75,000	£225,000	(£225,000) Trust for London
	Cost of monitoring, evaluation & learning		£45,000	
	Co-production costs		£12,500	
	Administration & events	£12,500	£37,500	
	Total		£1,520,000	(£225,000)
	Balance required		£1,295,000	

15. If the anticipated total of £1m is agreed by Trust for London (and this will be known by the time of your Committee on 6th July) this will leave a shortfall of c.£295,000 which is equivalent to the sum you are being advised to contribute.

16. It should be noted that Trust for London submitted two funding scenarios – the above as shown in Table 1 and another where there were 6 or 7 DDPO services funded (as opposed to 5). It is advised that you consider the above costings at this stage and, if it should transpire in the future that more DDPO services should be supported, then other funders can be encouraged to join the collaboration or, if that fails, a further report can be brought to your Committee.

Financial information

17. Your Committee is currently co-funding the *Moving on Up* initiative with Trust for London – with a contribution of £300,000 over 2.5 years agreed in March 2018. You are also co-funding the *Citizenship and Integration* initiative for which £100,000 over 15 months was agreed in September 2017.

18. Audited accounts for the year ended 31st December 2016 show a strong balance sheet with total group funds of £319,030,880. After expenditure, the charity incurred a net operating loss of £6,675,039 which, after net gains and losses on investments and revaluation of the Trust's fixed assets, generated a surplus of £21,148,523 as shown below.

19. It is Trust for London's policy not to maintain any unrestricted reserves as ongoing working capital is available from the endowment under the total return policy adopted. A small proportion of the grant budget is permitted to be carried over the year end, if unspent. The 2018 budget does not show gains on investments as these are not predicted in advance. However, Trustees are confident enough in the investment income to allow for the level of expenditure on grants as forecast.

Year end as at 31 December	2016 Audited Accounts £	2017 Draft £	2018 Forecast £
Income & expenditure:			
Income	8 483 398	8,104,024	9 105,062
Expenditure	(15 158 437)	(16 094 386)	(16 277 000)
Surplus/(deficit)	(6,675,039)	(7,990,362)	(7,171,938)
Net gains	27 823 562	21,255,282	n/a
Total surplus/deficit	21,148,523	13,264,920	(7,171,938)
Net assets held	319,030,880	45,168,008	n/a

Conclusion

20. You have a significant history of supporting advice services through your Investing in Londoners programmes and this will continue with Bridging Divides. However, for good reason, your priority is to support only those organisations which are suitably qualified and experienced in this area as the quality and accuracy of advice is so important. This initiative is different from your standard programmes in that it recognises the particular value of organisations led by disabled people being equipped as advice providers and as vehicles for voice and representation for this community.

Appendices

None

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MEETING 06/07/2018

Ref: 14578

ASSESSMENT CATEGORY - English for Speakers of Other Languages

Refugee Action Kingston

Adv: Jemma Grieve Combes

Base: Kingston

Benefit: Kingston

Amount requested: £132,614

(Revised request: £149,350)

Amount recommended: £141,850

The Applicant

Refugee Action Kingston (RAK) was founded in 1991 to support refugees and asylum seekers in Kingston and the surrounding boroughs. It registered as a charity in 1992 and became a Charitable Incorporated Organisation in January 2018. It aims to support refugees from their initial reception through to becoming accepted and active participants in the local community. The organisation works with people of a range of communities, but primarily Arabic, Farsi, North Korean, Afghan, Iraqi and a smaller number from Africa. It currently provides advice and information on immigration, social welfare and employment; counselling; a Timebank; and a learning centre with ESOL classes, ICT training and other forms of learning.

The Application

RAK is applying for funding towards the salary costs of the Education and Training Centre manager and ESOL Coordinator; and running costs of its pre-entry to level 2 ESOL provision. If successful, your funding would be used to deliver 14 ESOL classes a week over 3 terms a year; 6 additional English language group discussion sessions per year; and 6 workshops per year on accessing public services.

The Recommendation

RAK is a well-established organisation with a strong understanding of the communities with which it works. Its approach to ESOL is practical and gives students not only language skills but the confidence to apply these in everyday life. RAK works closely with mainstream providers including Kingston College and Adult Education. It is an important organisation regionally: it reports that support for refugees and asylum seekers in neighbouring boroughs has closed, and that increasing numbers of destitute asylum seekers are moving to Kingston from outside of London.

Following the assessment meeting the organisation resubmitted its request for funds to include a third year of funding. This will allow for better planning and outcomes. It also removed some of the salary costs and the creative activities which are outside the parameters of your funding. The recommendation excludes stationery costs. It has been successful in applying to funding from the AB Charitable Trust and is awaiting a decision from another charitable Trust for related work, hence the conditional recommendation:

£141,850 over three years (£46,120; £48,940, £46,790) towards the salary costs of the Education and Training Centre Manager (21 hpw) and ESOL Coordinator (14 hpw) and running costs of a programme of ESOL classes, discussion groups (6 per year) and public services workshops (6 per year). In the event that other funding is secured towards this project then the sum recommended will be amended accordingly.

Funding History

Meeting Date	Decision
23/11/2017	Application withdrawn as within fallow period.
20/10/2011	£126,000 over 3 years for the salary of an English Learning Project Co-ordinator and running costs of ESOL classes for refugees.
30/06/2011	Application withdrawn to submit a revised proposal

Background and detail of proposal

RAK's ESOL classes are part of the services of its Centre for Community Resilience and Engagement. The Centre offers a mix of ESOL classes, public service events, creative activities and trips out as part of RAK's mission to help refugees and asylum seekers take an active part in society. City Bridge Trust funding would fund 12 ESOL classes and 2 writing classes a week in term time at pre-entry to level 2 levels. Approximately 160 people would benefit in class sizes of 8-12. Approximately 20 teachers deliver the classes. They are all volunteers and are all EFL or ESOL qualified and are sometimes supported by volunteer classroom assistants.

To complement the ESOL classes RAK would also organise 6 group discussion sessions a year with its volunteers, members and supporters to give clients a chance to practice spoken English. Each session is themed, past themes have included life in the UK, citizenship responsibility and leisure activities. It would also arrange 6 workshops on how to access mainstream services delivered by expert partners. For example, they recently ran a Health Day covering healthy eating, maternity health, sexual health, and cancer prevention, and had the mobile TB screening unit present.

Financial Information

The cost of raising funds were included in the Director's salary in 2017/18 and not separately specified. They are currently recruiting a part-time fundraiser which reflects the increased cost in 2018/19. The organisation is changing its reserves policy in 2016/17 to 6 months operational expenditure which it believes more accurately reflects the amount it would need to cover unforeseen circumstances.

Year end as at 31 March	2017 Examined Accounts £	2018 Draft accounts £	2019 Forecast £
Income & expenditure:			
Income	341,784	400,337	395,430
- % of Income confirmed as at May 2018	n/a	n/a	89%
Expenditure	(298,401)	(374,506)	(444,112)
Total surplus/(deficit)	43,383	25,831	(48,682)
Split between:			
- Restricted surplus/(deficit)	(14,972)	(4,483)	(98,682)
- Unrestricted surplus/(deficit)	58,355	30,314	50,000
	43,383	25,831	(48,682)
Cost of Raising Funds	5,624	0	25,000
- % of income	1.6%	0.0%	6.3%
Operating expenditure (total funds)	298,401	374,506	444,112
Free unrestricted reserves:			
Free unrestricted reserves held at year end	99,601	122,953	172,953
No of months of operating expenditure	4.0	3.9	4.7
Reserves policy target	99,000	187,253	222,056
No of months of operating expenditure	4.0	6.0	6.0
Free reserves over/(under) target	601	(64,300)	(49,103)

MEETING: 06/07/2018

Ref: 14601

ASSESSMENT CATEGORY - Improving London's Environment

Roots and Shoots

Adv: Jack Joslin

Amount requested: £120,203

Base: Lambeth

Benefit: Lambeth

Amount recommended: £120,200

The Applicant

Roots and Shoots (RS) is a charity that was set up in 1982 to help young people from Lambeth and Southwark prepare for the world of work. Each year the charity works with up to thirty 16 – 25 year olds who have difficulty coping in the traditional educational system, providing alternative education. Alongside the educational training RS involves local schools and the wider community by establishing the site where they are based as an important green space for urban biodiversity. RS is set in over 2 acres of land in a secluded part of Lambeth surrounded by social housing. It has an award-winning wildlife garden, a half-acre public open garden, greenhouses and a Learning Centre, all in addition to the Natural Roots Building where the main educational provision takes place.

The Application

The Natural Roots programme is looking to establish a three-year programme that will imbed the charity's environmental education offer, separate to the main training delivered on site. This programme will facilitate the evolution of opportunities for learning about biodiversity at RS and will provide a structured approach to working with the wider local audiences of schools, families, adult groups, older people and local charities. The education programme will take place in the extensive gardens, greenhouses and the self-contained learning centre. Each programme will be tailored to its audience with over-arching themes of Bees, Biodiversity and Evolution in our backyard, plus storytelling and food growing.

The Recommendation

RS has been delivering environmental education programmes for many years and is well-established in its local community. The site and space are truly unique open spaces with a huge amount on offer. Your funding is being sought towards the part time salary of the Environmental Education Manager and the Gardener Educator. This project is a good fit with the Improving London's Environment theme as more people in Lambeth and Southwark will have a greater knowledge and understanding of biodiversity and the 'green' environment and more young people will understand the benefit of growing local food. Funding is recommended as follows:

£120,200 over three years (£39,300; £40,000; £40,900) for the part-time salaries of the Environmental Education Manager (21 hpw) and Gardener Educator (14 hpw)

Funding History

Meeting Date	Decision
13/05/2015	Declined as request was too similar to previous grant
04/06/2009	£120,000 over three years (3 x £40,000) towards the Director's salary.

Background and detail of proposal

The Natural Roots environmental education programme aims to widen the provision of RS and structure it to allow for a wider range of learners to access the programme. RS in the past has always offered a similar programme to local primary schools. The staff noted that in recent years this has become almost entirely early years groups and believe this is associated with staff pressures and curriculum focus. RS plans to utilise the Natural Roots programme to widen the audience and move away from the more traditional primary school provision. The charity wishes to keep some elements but scale it back to two sessions each week leaving more time to focus on family days and adult learning. The primary school provision will focus on themes of wildlife and biodiversity and will utilise the Education Manager's knowledge of the local habitat in an engaging programme. The Gardener Educator will run a food growing programme alongside this which will identify how to grow food and herbs in tight city spaces. The wider Natural Roots programme will deliver an Adult and Family Learning programme which will look at Bees, Biodiversity and Evolution as well as the turning of the seasons. The sessions will be delivered during the week and at the weekend to ensure they are accessible to all.

Financial Information

The Charity receives one major contract each year from the Department of Education EFSA for the main education programme. This contract is on a payment by results basis which can be impacted if the paperwork is not filed correctly or a student leaves the course before the end of the academic year. In the table the split between restricted and unrestricted surplus and deficit is significant. The Charity uses unrestricted reserves to pay for activity which is then reimbursed once they receive the payment by results funding at the end of the academic year. The figures in the table below are before transfers between unrestricted and restricted funds and therefore shows negative free reserves in 2019. The Charity is on track to deliver on its Education contract this year. The accounts do not include cost of generating funds. At assessment the Director outlined that this was £4,000 per year or 10% of their salary.

Year end as at 31 March	2017 Examined Accounts £	2018 Forecast £	2019 Budget £
Income & expenditure:			
Income	562,050	975,949	739,483
- % of income confirmed as at 23/05/2018	n/a	n/a	100%
Expenditure	(686,497)	(661,836)	(662,124)
Total surplus/(deficit)	(124,447)	314,113	77,359
Split between:			
- Restricted surplus/(deficit)	(32,760)	391,053	247,947
- Unrestricted surplus/(deficit)	(91,687)	(76,940)	(170,588)
	(124,447)	314,113	77,359
Cost of Raising Funds	0	4,000	4,000
- % of income	0.0%	0.4%	0.5%
Operating expenditure (unrestricted funds)	653,737	301,836	432,648
Free unrestricted reserves:			
Free unrestricted reserves held at year end	140,707	63,767	(106,821)
No of months of operating expenditure	2.6	2.5	(3.0)
Reserves policy target	163,434	75,459	108,162
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(22,727)	(11,692)	(214,983)

MEETING 06/07/2018

Ref: 14589

ASSESSMENT CATEGORY - Improving London's Environment

Stepney City Farm

**Adv: Kate Moralee
Base: Tower Hamlets
Benefit: London-wide**

Amount requested: £139,601

Amount recommended: £45,600

The Applicant

Stepney City Farm (SCF), a charity, is a three-acre working farm in Tower Hamlets which has been running since 2010 with a key message of "farm to fork". It is one of a network of projects across the capital engaging people from an inner-city environment with farming and rural crafts. It has an extensive education programme with over 4,000 school children and young people benefitting from classes, tours and projects each year. It also has individual and community allotments, a farmer's market, an award-winning café and practices environmentally sustainable farming practices. It encourages all members of diverse local communities to share knowledge and experiences through produce and food, eg, the café now uses Bangladeshi vegetables grown on site to create its daily menu.

The Application

SCF is requesting funding for the CEO salary to provide strategic leadership over the period of expansion with the return of land from Crossrail. All the outcomes of Stepney City Farm meet your Improving London's Environment programme. Securing funding for this role will allow the CEO to focus on creating stability, forward planning, creating and securing funding for key specialist roles and overseeing the expansion of the farm following the return of land from Crossrail in November 2018, whilst ensuring continuity of current activities and services for the local community.

The Recommendation

SCF has experienced increasing and decreasing annual income since 2010. It was initially (2010 to 2015) successful in securing funding for a lot of projects (funding secured from Tower Hamlets Section 106, Big Lottery and Power to Change) and the then Farm Director built up organisational reserves to three months' operating costs. When the position of Farm Director came to an end in 2015 Trustees felt the organisation was able to replace this role with that of a new CEO who would continue to have responsibility for fundraising. Unfortunately, over the two-year tenure of the post holder fundraising success dropped dramatically and in late 2016 long-term funding for two other key posts came to an end. SCF restructured creating two posts instead of three, both covered through unrestricted income or reserves. This structure is not sustainable and requires a level of security for one or both posts to ensure effective farm management and to focus on sustainability and growth, rebuilding reserves through income generating ventures. SCF was expecting the return of land from Crossrail in summer 2017, however this has been delayed until November 2018, impacting negatively on income projections from produce grown and harvested. There are several variables which could impact on the development of SCF over the next 12 months. Following discussions with the current Chair and the CEO of SCF your officer recommends funding the CEO position for one year at this stage, to enable the CEO to focus on securing the return of and developing the land from Crossrail, developing a Business Plan and initiating and

testing some income generation activities. The application fits well with the priorities of your Improving London's Environment Programme, and funding is recommended:

£45,600 for one year for the salary costs of the f/t CEO to provide strategic leadership and successful expansion of the site ensuring sustainability of the organisation.

Funding History

Meeting Date	Decision
11/05/2017	Application declined as it did not sufficiently address your priorities
14/10/2010	£90,000 over three years (3 x £30,000) towards the costs of a project manager for the city farm.
09/09/2010	Withdrawn application.

Background and detail of proposal

The farm is a free and accessible facility for all visitors and delivers a programme of volunteering for a range of needs. Volunteers are supported in the development of skills, knowledge and experience through individual plans, reviews and mentoring. Several volunteers have become trustees and one ex-offender secured new employment because of his experience at the farm. The Furry Tales programme delivers therapeutic animal assisted interventions for those living with dementia, both on site and in local care facilities.

The onsite café was opened in 2013 to complete a farm-to-fork circle and the farm has expanded its model of sustainability through energy efficient initiatives working to the principles of permaculture, composting, recycling and reusing. The farm offers a complex portfolio of activity including provision of studios, allotments, weekly farmers market, volunteering programmes, high welfare animal farming and the growing and supply of produce.

In November 2018 a large area of land is scheduled to be returned to the Farm after 6 years of Crossrail occupation, with SCF being granted a 10-year lease on the consolidated site. Growth is planned, however requires strong strategic leadership to implement plans. Plans include expansion of the food growing programme, preservation and acknowledgement of significant archaeological features, instating new animals, prioritising accessibility (moving entrance to be closer to Tube Station) and the development of a new Visitor Information Centre. It has recently piloted some "pop-up" events in the evenings – British meats and craft beer - to test demand. These have been very successful and sit with the ethos of the farm. It has also organised more events eg, May Day which involved all members of the local community and generated £1,000 income.

Financial Information

SCF recognises its vulnerable financial position, understands the reasons for the decline in income and have put in place measures to address the issues. It recently appointed a new CEO, with a Masters Degree in Charity Financial Management and 9 years' experience in senior management including experience of a £13m capital project, who has returned the organisation to a breakeven point in six months. It has strengthened its Governance by recruiting new Trustees and has been referred to the STRIVE programme by your grants officer.

The cashflow forecast for 2018/19 has been prepared with conservative predictions, for worst case scenario planning, however a grant towards core salaries would enable focus and resource to be applied to growth rather than staying still.

Year end as at 31 March	2017 Examined Accounts £	2018 Forecast £	2019 Budget £
Income & expenditure:			
Income	343,245	319,325	256,539
- % of Income confirmed as at 16/05/18	n/a	n/a	21%
Expenditure	(402,202)	(311,595)	(252,888)
Total surplus/(deficit)	(58,957)	7,730	3,651
Split between:			
- Restricted surplus/(deficit)	(8,947)	6,783	(2,825)
- Unrestricted surplus/(deficit)	(50,010)	947	6,476
	(58,957)	7,730	3,651
Cost of Raising Funds	0	8,000	8,000
- % of income	0.0%	2.5%	3.1%
Operating expenditure (unrestricted funds)	271,273	218,098	197,385
Free unrestricted reserves:			
Free unrestricted reserves held at year end	(3,924)	(2,977)	3,499
No of months of operating expenditure	(0.2)	(0.2)	0.2
Reserves policy target	67,818	54,525	49,346
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(71,742)	(57,502)	(45,847)

MEETING 06/07/2018

Ref: 14558

ASSESSMENT CATEGORY - Improving Londoners' Mental Health

CHANCE UK

Adv: Jemma Grieve Combes

Base: Islington

Benefit: Lambeth

Amount requested: £91,000

Amount recommended: £91,000

The Applicant

Chance UK is an early intervention charity that empowers children aged 5-11 who exhibit challenging behaviour and emotional difficulties. It was established in 1995 by a policeman who noticed that the teenagers he was arresting had first come to police attention for their behaviour when they were children. He believed that with role models to nurture and believe in them children's lives could be very different. Chance UK is now a well-established specialist mentoring organisation. It works across several London boroughs and has social franchises in Liverpool and Wales.

The Application

Chance UK is requesting funding towards a Programme Manager to support its work in Lambeth. 75 children a year will be matched with 75 volunteer mentors each year for a programme of year-long mentoring. Mentors will meet with children for a least 35 weeks of the year for 2-4 hour sessions. In addition Chance UK will run 6 child and mentor group sessions and 6-8 Parenting Programme sessions a year with 56 parents. The Programme Manager recruits children and volunteer mentors, trains and supports mentors, coordinates with other professionals working with children, monitors progress and manages any safeguarding concerns.

The Recommendation

Chance UK is a well-respected specialist organisation. In the short-term its work has shown an 88% reduction in children's behavioural and emotional difficulties. In the longer term, Chance UK believes that by intervening early they can prevent later poor outcomes including anti-social behaviour, gang activity and involvement in the criminal justice system. Using volunteer mentors sends a strong message to children, who might not engage well with professionals, that the mentor wants to be there. For many, it is the first time they have discovered their strengths and celebrated achievements.

£91,000 over 3 years (£27,700; £30,300; £33,000) towards the salary of a f/t Programme Manager to deliver a mentoring programme and parenting support for children aged 5-11 in Lambeth. Funding for the third year of the project is conditional on sufficient funds being raised to make the project viable.

Funding History

Meeting Date	Decision
22/09/2016	Stepping Stones application declined as insufficient link to social investment.
22/01/2009	£119,500 over 3 years towards ParentPlus Manager's salary working with families of primary school children in Hackney and Islington.

Background and detail of proposal

Chance UK has worked in Lambeth since 2009 and has built good relationships with Lambeth CAMHS, the pupil referral unit and local schools who refer children to the

charity. Children will typically show signs of hyperactivity, anxiety and poor social skills. Most children will face difficulties at home such as poverty, parental conflict, domestic violence and parental mental ill health. Volunteer mentors are recruited through an application, interview and reference process. They receive 2 days of training and ongoing support from the Programme Manager.

Mentoring focuses on building the skills, confidence and resilience of children. Weekly activities typically involve trips to the park, creative activities, museum visits and cafes. Sometimes mentors arrange special events such as backstage tours of theatres and tickets to Wembley. Mentors are encouraged to support children outside their comfort zones. For example, some children don't know how to use the Tube so sessions will build up their confidence. Children and mentors can also attend group sessions which have previously included drama, arts, and even a dog workshop with the Dog Trust! 3 months after mentoring starts the mentor, child and parent meet and set goals for the child and mentor. The mentoring relationship ends with a graduation ceremony, usually in the Town Hall, attended by the Mayor.

The Parenting Programme provides non-judgmental support and advice to mentee's parents. Support is delivered through group and 121 sessions and includes topics such as behaviour management, as well as referrals to other specialist support.

Financial Information

2017/18 saw a significant drop in income due to the end of two large funded projects, difficulties in securing recommissioned funding and the transition period between the outgoing and incoming CEO. Expenditure remained steady, largely due to continuing staff costs. The organisation has now completed a restructure to consolidate resources and focus on the new strategic plan. 2018/19 will see a stronger focus on income generation including seeking funding from Clinical Commissioning Groups. It has already secured funding from Lambeth CCG. It has appointed a new Corporate Partnership Manager who will help generate unrestricted income, including working with the Alumni Network of former mentors.

Year end as at 31 March	2017 Audited £	2018 Draft £	2019 Forecast £
Income & expenditure:			
Income	1,056,479	836,514	684,300
- % of Income confirmed as at 16.05.18	n/a	n/a	73%
Expenditure	(994,868)	(933,709)	(675,000)
Total surplus/(deficit)	61,611	(97,195)	9,300
Split between:			
- Restricted surplus/(deficit)	1,708	(3,383)	9,274
- Unrestricted surplus/(deficit)	59,903	(93,813)	26
	61,611	(97,196)	9,300
Cost of Raising Funds	54,438	58,638	56,527
- % of Income	5.2%	7.0%	8.3%
Operating expenditure (total funds)	994,868	933,709	675,000
Free unrestricted reserves:			
Free unrestricted reserves held at year end	252,113	151,582	151,608
No of months of operating expenditure	3.0	1.9	2.7
Reserves policy target	248,717	233,427	168,750
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	3,396	(81,845)	(17,142)

MEETING 06/07/2018

Ref: 14556

ASSESSMENT CATEGORY - Improving Londoners' Mental Health

Metro Centre Limited

Adv: Sandra Jones

Amount requested: £83,476

Base: Lambeth

Benefit: London-wide

Amount recommended: £83,400

The Applicant

Established in May 1992 the Metro Centre Ltd (Metro), a charitable company, provides services to people experiencing issues related to sexuality, identity, gender and diversity across London, in particular to the LGBTQ community. Work undertaken is within five closely integrated domains: mental health; youth; HIV; sexual and reproductive health; and community participation and involvement.

The Application

In March 2015, your Committee agreed a three-year grant to deliver a London-wide programme of short term counselling and group therapy for LGBTQ people aged 16-25 years.

The initial funding covered the costs of a 3.5 dpw post; clinical supervision and associated running costs. The organisation is requesting a further two years funding to continue to offer a mental health service that links with agencies across London, providing one-to-one, family and group therapy for young LGBTQ people. This will be achieved through funding a 3.5 day per week Service Co-ordinator (a qualified counsellor), clinical supervision and associated running costs.

The Recommendation

Metro has a strong track record of providing high quality services for LGBTQ people, and through this grant particularly for young people. There are very few specialist LGBTQ mental health services, and those that are available tend to serve adult populations aged 25+ years.

Over the last three years, your grant has allowed Metro to successfully fill the gap for mental health services for young people, with the project being oversubscribed which led to the organisation providing more hands-on provision and less of the strategic work originally proposed. Funding is advised:

£83,400 over two further and final years (£41,600; £41,800) for a part-time (3.5 dpw) Service Co-ordinator and associated running costs of a project supporting young LGBTQ Londoners.

Funding History

Meeting Date	Decision
31/01/2018	Application withdrawn as it was submitted in error.
18/03/2016	£105,000 over 3 years (3 x £35,000) for the salary costs of an Advocacy Worker and related costs of an advocacy service for LGBT Londoners with mental health problems.
12/03/2015	£119,600 over three years (£36,700, £41,100, £41,800) for the salary of a part-time (3.5 dpw) Service Co-ordinator; clinical supervision; room hire; and associated running costs.

Background and detail of proposal

This project was originally set up in response to a need identified for young people who were feeling isolated and presenting themselves with mental health issues, and this demand has increased over the duration of the funded project. This has been an extremely successful project, with the demand being high, leading to the organisation refocussing the work to increase the level of hands-on provision.

Over the next two years the organisation will assess 120 young people and give 100 of them individual counselling, which equates to 600 individual on-line and face-to-face counselling sessions. Twenty families each year will be supported through telephone and face-to face sessions.

This work will be undertaken by the Service Co-Ordinator alongside 10 qualified volunteer counsellors. Working with a range of agencies, it is anticipated that understanding of the needs of young LGBTQ people will increase.

Financial Information

The financial position of the organisation has improved since the original grant was awarded, with the level of free reserves increasing from 1 month of operating expenditure to just over three months, which is in line with their reserves policy. The increase in income and expenditure from 2016/17 to 2017/18 is because the organisation started a number of new projects in 2017/18 as well as being part of a merger which saw Greenwich Action for Voluntary Services becoming part of Metro.

Year end as at 31 March	2017 Audited Accounts £	2018 Forecast £	2019 Budget £
Income & expenditure:			
Income	3,207,754	4,258,395	4,057,076
- % of income confirmed as at 28/02/2018	n/a	n/a	91%
Expenditure	(3,061,316)	(4,121,838)	(4,010,059)
Total surplus/(deficit)	146,438	136,557	47,017
Split between:			
- Restricted surplus/(deficit)	69,426	0	0
- Unrestricted surplus/(deficit)	77,012	136,557	47,017
	146,438	136,557	47,017
Cost of Raising Funds	0	18,050	27,566
- % of income	0.0%	0.4%	0.7%
Operating expenditure (unrestricted funds)	2,565,140	3,533,572	3,218,750
Free unrestricted reserves:			
Free unrestricted reserves held at year end	839,166	975,723	1,022,740
No of months of operating expenditure	3.9	3.3	3.8
Reserves policy target	641,285	883,393	804,688
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	197,881	92,330	218,053

MEETING: 06/07/2018

Ref: 14546

ASSESSMENT CATEGORY - Improving Londoners' Mental Health

Spear Housing Association Ltd

Adv: Julla Mirkin

Amount requested: £60,760

Base: Richmond

(Revised request: £92,500)

Benefit: Richmond

Amount recommended: £92,500

The Applicant

Founded in 1987, Initially as a night shelter in Richmond, SPEAR is now a homelessness charity that operates in five boroughs in south west London. It offers a range of integrated accommodation and support services, including: emergency accommodation; supported tenancies; rough sleeper outreach; skills training, work placements; pre-employment activities; and signposting to social/health services.

The Application

This application is for a Peer Support and User Involvement programme which will offer homeless people in Kingston and Richmond befriending and support from Peer Volunteers, who are themselves transitioning away from homelessness.

The Recommendation

During assessment it became clear that the applicant has ambitions that had not been reflected in the original application, partly due to the urgent need for funds precipitated by a funder reneging on the second year's funding of a two-year agreement due to its own lack of funds. A revised request for incremental expansion of the Peer Support and User Involvement programme with increased targets and costs has been provided and is reflected in the recommendation:

£92,500 over three years (£13,350; £34,150; £45,000) for the salary and on-costs of the p/t (30hpw) Peer Support Worker, training, activities, line management and additional costs associated with an incremental expansion of the Peer Support and User Involvement programme.

Funding History

None

Background and detail of proposal

In 2016/17, 140 new rough sleepers were recorded in Richmond and Kingston, a 50% rise since 2011/12 (Dept. of Communities and Local Government). Data collated by Kingston Churches Action on Homelessness, an existing CBT Grantee, indicates that the total number of people sleeping rough or at risk of losing their homes in Kingston and Richmond in 2016-17 was just under 650. There is no other dedicated homeless health provision, apart from that offered by SPEAR, in the two boroughs.

SPEAR's Peer Support and User Involvement programme sits within its Homeless Health Link Service, which supports homeless people to register with GPs; advocates in care settings; and ensures that treatment for multiple conditions is joined up. An evaluation of the Homeless Health Link Service in 2017, funded by the Big Lottery and delivered by the Young Foundation, recommended peer support to help users stay engaged with treatments and activities to improve mental well-being.

Evidence from Homeless Link and from SPEAR's own research suggests that mental ill health and dual-diagnosis is common amongst homeless people: Homeless Link suggest that 86% of the homeless population have mental ill health compared with 30% of the wider population; and of 220 SPEAR Clients accessing services since 2015, 89% had two or more health needs, ranging from mental or physical needs or addiction, indicating the vulnerability of SPEAR's user group. Furthermore, there are a range of interconnected barriers to accessing treatment for homeless people, including the requirement to be registered with a GP – which is especially difficult for people with no fixed abode; the requirement to keep appointments and the common exclusion of addicts from mental health treatments. The complexity of beneficiaries' treatment plans that often address multiple needs, requires considerable coordination; it is believed that clients will benefit significantly from the support of sympathetic and skilled Peers Mentors.

Homeless Health Link Managers will recommend suitable clients to train as Peer Mentors each year. The team also creates individualised peer support plans for each client, which will involve Peer Mentors in tasks, such as, accompanying clients to medical appointments; providing moral support; visiting clients in hospital and supporting them to engage with services and activities to improve their mental health. The Peer Support and Service User Involvement Programme, which is coordinated by a former client, also supports the progress of the Peer Mentors to gain the confidence and skills to support their own recoveries. Peer mentors are helped to complete an accredited peer mentoring qualification with Open College Network, which involves attending lectures, tutorials and completing coursework; they are also supported to search and apply for work or learning opportunities at the end of their placement. Programme outcomes include 18 peer mentors improving their literacy; 23 gaining mentoring qualifications and 14 securing employment during the lifetime of the grant.

Service users are encouraged to meet weekly for group meetings and to attend a programme of 15 social, education or health-related activities per year, designed to improve clients' wellbeing and mental health. 150 homeless people from Richmond and Kingston will be supported to access services and engage with SPEAR's activities during the funding period. SPEAR also proposes to deliver five workshops for health and social care professionals, co-delivered with Peer Volunteers, to offer an insight into the specific experiences and perspectives of homeless people.

Financial Information

SPEAR incurred a deficit in 2017, which was caused by two issues: firstly, the charity struggled to recover housing benefit from its housing residents. It has since introduced a new role, Income Officer, specifically to do this and that hasn't been an issue since. Secondly, there was a gap in funding for the Homeless Health Link Service, which the charity covered from its reserves. Income has increased in 2018 and 2019 due to SPEAR securing several large government contracts for delivering homeless services.

Year end as at 31 March	2017	2018	2019
	Audited Accounts £	Forecast £	Budget £
Income & expenditure:			
Income	1 930 335	2 693 731	2 502 949
- % of Income confirmed as at 09/05/18	n/a	N/a	90%
Expenditure	(2 122 911)	(2 651 784)	(2 502 949)
Total surplus/(deficit)	(192 576)	41 947	0
Split between:			
- Restricted surplus/(deficit)	(35 853)	0	0
- Unrestricted surplus/(deficit)	(156 723)	41 947	0
	(192 576)	41 947	0
Cost of Raising Funds	149 741	159 976	121 717
- % of Income	7.8%	5.9%	4.9%
Operating expenditure (unrestricted funds)	1 906 508	2 204 176	2 041 742
Free unrestricted reserves:			
Free unrestricted reserves held at year end	433 812	475 759	475 759
No of months of operating expenditure	2.7	2.6	2.8
Reserves policy target	476 627	551 044	510 436
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(42 815)	(75 285)	(34 677)

MEETING: 06/07/2018

Ref: 14541

ASSESSMENT CATEGORY - Improving Londoners' Mental Health

Spitalfields Crypt Trust

Adv: Jack Joslin

Base: Tower Hamlets

Amount requested: £120,000

(Revised request: £138,000)

Benefit: Tower Hamlets &

neighbouring boroughs

Amount recommended: £138,000

The Applicant

Spitalfields Crypt Trust (SCT) was founded in 1965 and was one of the first organisations in the UK offering shelter and support for alcoholic and homeless men. The charity has worked for over 50 years to rebuild the lives of people in recovery from addiction, mental ill health and homelessness. It offers a wide range of services to help guide people through a series of steps which aim to build their prospects for life long recovery. The charity offers a phased residential programme at its premises in Shoreditch as well as one to one support and counselling, group sessions and employment support. It also runs several social enterprises which provide valuable work experience and a training ground for those in the later stages of their recovery and rehabilitation; and manages five charity shops across east London.

The Application

SCT is seeking support towards its 'Primary Programme' that takes place at its main premises of Acorn House in Shoreditch. The programme works with men who are facing severe and multiple disadvantage which includes substance abuse, homelessness, mental ill health and involvement in the criminal justice system. The programme is delivered in 3 stages with the residents staying at the hostel for up to a year before transitioning back into society. Following the 12 steps method, beneficiaries are provided with one-to-one and group counselling alongside other interventions and integrated support. Towards the end of their stay a range of employment opportunities are offered in the social enterprises run by SCT. Funding is sought towards the salary of a full-time Addiction Counsellor and related costs.

The Recommendation

SCT is a long-established organisation delivering a high quality of support for individuals facing severe and multiple disadvantage. At assessment your officer was impressed by the level and depth of the support that each beneficiary received. The programme you are being asked to support is intensive and a year in length for each beneficiary which is why the numbers helped with your funding will be low. The organisation is currently waiting on a substantial bid to the Lottery that will make up the funding for the rest of this project but have advised that if this is not successful SCT will self-fund the work from the profits from its charity shops. Funding is recommended as this programme closely aligns with your programme outcomes for improving Londoners Mental Health as more homeless and transient people will have access to mental health services and report improved well-being. Funding is recommended at a higher rate than the original application to reflect the revised request for the full cost of a full-time Counsellor and a contribution to organisational overheads (Appendix A to the application form):

£138,000 over three years (£44,800; £46,000; £47,200) for the salary of a full time Addlction Counsellor (35hpw) and associated project costs.

Funding History

N/a

Background and detail of proposal

The Primary Programme is delivered to the residents of the charity's recovery hostel Acorn House. The programme addresses severe and multiple disadvantage with a variety of therapeutic interventions. The Primary Programme is delivered by the Charity's team of specialist addiction counsellors lead by a programme manager. The intervention comes at the beginning of the beneficiaries' recovery journey with the average length of stay at Acorn House being nine months. The support is person centred, holistic and structured. SCT staff take each beneficiary through the twelve-step programme to recovery and provide additional wrap around support and activities during their stay. This work is particularly intensive and for that reason expensive per head. The outcomes for the individual beneficiaries however can be profound with additional support provided once they leave the residential setting and progress into independent housing and employment.

Financial Information

In 2017 just under 50% of the SCT's annual income came from the management of five Charity shops across East London. The shops contribute around £200k for the Charity each year. At assessment it was outlined how increased rental costs were reducing this return and that the Charity is looking to diversify its income streams through grant funding. In the table operating expenditure (unrestricted funds) excludes the charity shop expenditure. However, cost of generating funds includes the expenditure on the charity shops (£944k) which is why it is high and over 35%. At assessment your officer noted that the Charity's accounts were qualified on the Charity Commission. This was in fact an error made when SCT filed its annual return, they are contacting the Charity Commission to rectify this.

Year end as at 31 March	2017 Audited Accounts £	2018 Forecast £	2019 Budget £
Income & expenditure:			
Income	2,480,139	2,433,943	2,611,679
- % of income confirmed as at 14/03/2018	n/a	n/a	9%
Expenditure	(2,347,861)	(2,426,762)	(2,581,554)
Total surplus/(deficit)	132,478	7,181	30,125
Split between:			
- Restricted surplus/(deficit)	27,858	19,113	25,000
- Unrestricted surplus/(deficit)	104,620	(11,932)	5,125
	132,478	7,181	30,125
Cost of Raising Funds	1,113,214	959,529	946,156
- % of Income	44.9%	39.4%	36.2%
Operating expenditure (unrestricted funds)	1,118,050	1,377,329	1,352,390
Free unrestricted reserves:			
Free unrestricted reserves held at year end	514,145	502,213	507,338
No of months of operating expenditure	5.5	4.4	4.5
Reserves policy target	279,012	344,332	338,097
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	235,133	157,881	169,241

MEETING: 06/07/2018

Ref: 14566

ASSESSMENT CATEGORY - Making London More Inclusive

Equal People Mencap

Adv: Shegufta Rahman

Base: Kensington & Chelsea

Benefit: Kensington & Chelsea

Amount requested: £97,990

{Revised request: £100,990}

Amount recommended: £101,000

The Applicant

Registered as a charity in 1988, Equal People Mencap (EPM) has provided support to disabled people and their families and carers for over 30 years. A part of the National Mencap Network, the charity believes people with learning, physical or sensory disabilities have the right to make decisions about their own lives, have the right to choose how they want to be supported and have the same rights as everyone else. EPM is a disabled-led organisation.

The Application

The application is for a two-year project to provide sustainable, community-based, health and wellbeing interventions to vulnerable people aged 16 – 30 and their families. The Next Step Project (NSP) will offer football and multi-sports, fitness sessions, healthy cooking and eating courses, and gardening projects. The project will support 140 disabled beneficiaries over two years, and a further 80 families and/or carers over the same period.

The Recommendation

The charity has provided similar activities as proposed in NSP but on an ad hoc basis with no dedicated funding to ensure a structured programme of support. Based on the popularity and effectiveness of each element of the project, EPM has demonstrated the need for this service. The charity is taking on the project for two years to gauge its potential for continuation after this period. The amount recommended includes additional funding for an independent evaluation which was omitted from the original request.

£101,000 over two years (£52,600, £48,400) for the salary of the PT (4dpw) Project Coordinator and associated project costs.

Funding History

None.

Background and detail of proposal

It is estimated that 3,500 people are living with a learning disability in Kensington & Chelsea. People with learning disabilities tend to have a higher level of health needs than the general population. Poor health among those with learning disabilities can relate to a range of factors, from congenital problems through to lifestyle issues, particularly those with poor socio-economic circumstances. The most common problems tend to be obesity, diabetes and respiratory disease. Despite the relative affluence of the borough overall, there are significant pockets of deprivation. Further, many of the problems faced can be alleviated through a lifestyle that promotes regular exercise, sports and a healthy diet. Unfortunately, without support, some disabled people can face overwhelming barriers which often isolates them. Disability Sport reports that in the UK less than half of the number of disabled people take part

in sport or physical activity for 30 minutes once a week, compared to non-disabled people. Seven in 10 disabled people reportedly want to do more sport, but six in 10 claim that either not knowing about opportunities or the lack of available activities present them from taking part. Psychological barriers play the biggest role in preventing disabled people from taking part in sport; their perception of their own abilities matters as well as others' opinions on whether the activity suits them.

In addition to the sports and health activities to be delivered through NSP, beneficiaries will be encouraged to participate in instructor training. The project will support at least 10 individuals that demonstrate natural leadership qualities or are particularly proactive and enthusiastic to assist the running of activities in year two. 50% of volunteers that will support NSP will have a disability and will contribute their skills to support vulnerable beneficiaries as well as be supported themselves through training provisions and opportunities to support project management.

NSP will provide support to families and/or carers through Peer Support and Advice Sessions. Overseen by the Project Coordinator with support from volunteers and EPM staff, these two-hour sessions will initially run on a monthly basis, with the potential to increase to a fortnightly schedule depending on demand. Support will include advice on welfare and benefits, housing and debt management. Families and/or carers will also use the sessions to share their experiences and advice and supporting the individuals with disabilities.

Financial Information

The charity did not allocate any expenditure to the cost of raising funds in 2017 but has included figures for this category of spend in 2018 and 2019. The steady growth in income is attributed to the organisation's Floating Support Services seeing an increase in demand. These are chargeable personal care services; EPM is registered with the Care Quality Commission for the provision of this support.

Year end as at 31 March	2017	2018	2019
	Audited Accounts £	Forecast £	Budget £
Income & expenditure:			
Income	885,885	963,609	1,098,695
- % of income confirmed as at 23/05/2018	n/a	100%	94%
Expenditure	(875,938)	(966,172)	(1,084,617)
Total surplus/(deficit)	9,747	(2,563)	14,078
Split between:			
- Restricted surplus/(deficit)	0	0	0
- Unrestricted surplus/(deficit)	9,747	(2,563)	14,078
	9,747	(2,563)	14,078
Cost of Raising Funds	0	3,450	3,700
- % of income	0.0%	0.4%	0.3%
Operating expenditure (unrestricted funds)	841,714	938,578	1,010,922
Free unrestricted reserves:			
Free unrestricted reserves held at year end	223,737	221,174	235,252
No of months of operating expenditure	3.2	2.8	2.8
Reserves policy target	222,485	234,645	252,731
No of months of operating expenditure	3.2	3.0	3.0
Free reserves over/(under) target	1,252	(13,471)	(17,479)

MEETING: 06/07/2018

Ref: 14549

ASSESSMENT CATEGORY - Making London More Inclusive

Holborn Community Association

Adv: Jack Joslin

Amount requested: £100,000

Base: Camden

Benefit: Camden

Amount recommended: £100,000

The Applicant

Holborn Community Association (HCA) is a registered charity that was established in 1989 and based in the heart of Holborn. HCA operates from three hubs near each other: Bedford House Community Centre, Millman Street Community Centre and 1A Arts Centre. HCA offers community, sports and training opportunities for those in need in the local area.

The Application

Bedford House Community Centre (BHCC) is a hub for the local community based down a small alleyway off Emerald Street in the centre of Holborn. The Centre currently provides a range of cultural and sporting opportunities for the local community but is in serious need of refurbishment and regeneration. The building is currently in a significant state of disrepair and is not fit for purpose for the community needs. At present the building is not accessible across the two floors and requires significant improvements to take place to make it compliant. Based on the recommendations of an independent access audit carried out by 6a Architects HCA is looking for your support towards the final accessibility elements of a major refurbishment project. The completed project will ensure that the building has full disabled access from Emerald Street, an 8-person passenger lift, disabled access on all levels of the building and improved kitchen and toilet facilities.

The Recommendation

HCA has been established in the Holborn area for many years providing essential services to the local community. Holborn is a thriving hub for businesses but also houses some particularly deprived communities. HCA offers a range of support across its three sites but this refurbishment will allow the charity to significantly increase its provision and ensure its accessibility. This project meets your programme outcomes for Making London more inclusive as it will open a community asset to wider use. Funding is recommended as follows:

£100,000 for the costs of the accessible elements of the wider refurbishment including: a new entrance, installation of a passenger lift, provision of a hearing loop and the modifying of kitchen and reception areas. Funding is conditional on the balance required for the project being raised.

Funding History

Meeting Date	Decision
04/06/2009	£104,900 over three years (£35,100; £34,900; £34,900) towards the salaries and running costs of an activities programme for older people.

Background and detail of proposal

HCA provides a variety of services and activities for the Holborn area of Camden. BHCC has been occupied by the Charity for the last 30 years and it has recently extended the lease on the premises with the local authority for a further 50 years. The building is on two levels with a reception room, offices and sanitary accommodation at entrance level and a large multi-purpose gym and activity room at basement level. Currently no step-free access is provided between the two levels, which means that the building excludes many people who may have benefited from HCA's activities. BHCC has been altered and redecorated over the years, but to serve its community more effectively and inclusively a major upgrade to the site is needed.

The overall project budget for this work is £3.3 Million. To date the organisation has confirmed income for the project from Camden Council, the GLA (as part of its Better Growth fund), Heritage Lottery Fund and the London Marathon Foundation. The Charity is £500,000 off its budget and is awaiting several decisions including this application. The overall project will see the whole site refurbished and made accessible to the local community.

Financial Information

HCA took out a 50 year lease on Bedford House Community Centre 5 years ago for £500,000. It paid £150,000 of this upfront and took out a mortgage for the remaining £350,000 over a 15 year period. The charity does designate funds to cover most of its assets however it has acknowledged that this does present a risk to the organisation's cashflow. A substantial part of the building work will be funded by Camden Council who have not restricted what the funding should be spent on This will be used as a utility to ensure the project has good cash-flow and will not affect reserves. The charity is working on a fundraising strategy separate to this building project to ensure the sustainability of its work in the future. Budget for 2019 shows a significant increase in turnover which reflects the anticipated income and expenditure on the building project. Cost of raising funds were not included in the 2017 accounts, the applicant advised that for 2017 it was £36,500, approximately 4.8% of the Charity's turnover.

Year end as at 31 March	2017 Audited Accounts £	2018 Draft £	2019 Budget £
Income & expenditure:			
Income	767,752	720,486	1,493,737
- % of income confirmed as at 02/05/18	n/a	n/a	65%
Expenditure	(543,431)	(591,166)	(1,597,888)
Total surplus/(deficit)	224,321	129,320	(104,151)
Split between:			
- Restricted surplus/(deficit)	212,680	189,077	(84,912)
- Unrestricted surplus/(deficit)	11,641	(59,757)	(19,239)
	224,321	129,320	(104,151)
Cost of Raising Funds	0	36,893	15,718
- % of income	0.0%	5.1%	1.1%
Operating expenditure (unrestricted funds)	378,732	395,211	427,911
Free unrestricted reserves:			
Free unrestricted reserves held at year end	231,097	171,340	86,428
No of months of operating expenditure	7.3	5.2	2.4
Reserves policy target	113,000	118,563	128,373
No of months of operating expenditure	3.6	3.6	3.6
Free reserves over/(under) target	118,097	52,777	(41,945)

MEETING 06/07/2018

Ref: 14532

ASSESSMENT CATEGORY - Making London More Inclusive

One-To-One (Enfield)

Adv: Sandra Davidson

Base: Enfield

Amount requested: £172,079

Benefit: Enfield

Amount recommended: 145,800

The Applicant

Established 26 years ago, One-to-One Enfield raises awareness and supports inclusion for people with learning difficulties. A charity, it currently runs a number of weekly leisure and health activities involving 600 members and 60 active volunteers. Members and volunteers are adults with learning disabilities from many different ethnic and religious groups living in Enfield. 21 members are trained and accredited as Group Leaders. Group Leaders support peers and deliver income-generating disability awareness courses. In 2016 the charity won the Queens Award for Voluntary Service and in 2017 the Young Leaders award from the Jack Petchey Foundation.

The Application

Following consultation with members the charity has identified the need to develop and expand arts and cultural activities connecting people who have a common interest or want to try something new. Funds are requested to create a 'Community Arts Hub' to increase opportunities for people with learning disabilities to participate in art and cultural activities locally and across London. The project will reduce barriers, open arts and cultural activities to members, develop members' skills and improve health and wellbeing.

The Recommendation

One-to-One is a well-respected organisation with a track record of encouraging people with learning difficulties to participate in a range of community activities. The charity has a long history of working collaboratively with the local authority, NHS and other voluntary community organisations. This application fits well with your Making London More Inclusive Programme. During the assessment your officer identified elements of the budget that appeared to be on the high side – including core costs. The sum recommended, therefore, is less than the sum requested - as agreed with the applicant.

£145,800 over three years (£47,300; £48,500; £50,000) towards several staff salaries, sessional staff and associated project costs.

Funding History

Meeting Date	Decision
23/11/2017	Application withdrawn as was submitted in fallow period.
27/09/2012	£23,600 over two years (2 x £11,500) for the salary of a p/t (12hpw) Sports Development Worker plus other costs to provide support for people with learning disabilities to participate in integrated sports activities.

Background and detail of proposal

Enfield Borough is listed as the 12th most deprived borough in London. On average, people with learning difficulties die around 20 years sooner than the rest of the population. The Enfield Council 'Needs Assessment' (2015) highlights:

- People with learning difficulties who are living longer
- People with learning difficulties caring for older family members
- An anticipated increase in the number of people being diagnosed as on the autistic spectrum and with complex care needs

People with a learning disability face many health inequalities, often resulting in worse health than the general population. Many can often be lonely and isolated within the community. This project will be led by a steering group of members, part time staff and a small team of sessional staff and care workers, to include people who have high support needs. The Hub will be a way of connecting people in a safe and comfortable setting and via the internet and provide the opportunity to expand and develop current activities that are popular including crafts and paint arts group, choir group and drum circle sessions to build participants' confidence and to raise visibility in local and London arts space. Lemos & Crane's 2015 report Re-Imaging highlighted the need to improve access and participation for people with learning disabilities to the arts, museums and galleries. Over 80 participants are expected to benefit annually. The Hub will be the local 'bridging network' and link with London networks that already exist e.g The Arches project and Face Front Inclusive Theatre.

Financial Information

Cost of raising funds is not disclosed in the 2017 accounts; however, this has been provided for 2018 and 2019 forecast following advice from your officer at the assessment. The unrestricted deficit for 18/19 is planned and approved by Trustees, which may change dependent on successful fundraising. In addition, the charity has designated funds set aside of £19,021 to cover the pension deficit.

Year end as at 31st March	2017 Examined Accounts £	2018 Forecast £	2019 Budget £
Income & expenditure:			
Income	306,248	228,274	169,224
- % of Income confirmed as at 20/3/18	n/a	n/a	85%
Expenditure	(293,506)	(267,686)	(223,235)
Total surplus/(deficit)	12,742	(39,412)	(54,011)
Split between:			
- Restricted surplus/(deficit)	(4,946)	(47,005)	(21,061)
- Unrestricted surplus/(deficit)	17,688	7,593	(32,950)
	12,742	(39,412)	(54,011)
Cost of Raising Funds	0	5,680	5,680
- % of Income	0.0%	2.5%	3.4%
Operating expenditure (total)	293,506	267,686	223,235
Free unrestricted reserves:			
Free unrestricted reserves held at year end	56,399	63,992	31,042
No of months of operating expenditure	2.3	2.6	1.3
Reserves policy target	73,377	66,922	55,809
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(16,978)	(2,930)	(24,767)

MEETING: 06/07/2018

Ref: 14559

ASSESSMENT CATEGORY - Making London More Inclusive

Vineyard Congregational Church

Adv: Jack Joslin

Amount requested: £100,000

Base: Richmond

Benefit: Richmond

Amount recommended: £100,000

The Applicant

The Vineyard Life Church (VLC) is a registered charity and owner of 19th Century Church premises comprising of upper ground and lower ground floors and garden in an area of conservation in Richmond. The lower ground premises are occupied with a non-exclusive 12 year lease by the Vineyard Community Centre, a separate charity that was founded and overseen by the Church. VLC is managed by a board of 8 Management Trustees but also has a Custodian Trustee, the Congregational Federation. This arrangement safeguards and protects the rights of the building and requires that the disposal or amendments of any of the charity's assets is not done without agreement. The Congregational Federation are not involved with the day to day running but do provide training to staff and trustees.

The Application

This application is seeking your support towards the costs of improving the access to the Church building to make it more accessible to the local community. Neither the upper ground or lower ground premises are currently step-free, except one level of the public garden at the back of the site. The improvement of access to the premises will open up both the upper and lower ground premises to the wider community. On visiting, your officer was struck by the amount of activity taking place at the Community Centre on the lower ground. Daily, before 11am, the Centre is open to homeless people to access cleaning facilities, showers, breakfast and free coffee. The lower ground floor is also home to the local Trussell Trust foodbank as well as housing a youth service in the evenings. The upper floor is where the Church is based but the space has community facilities and kitchen adjacent to the main hall. This application will improve the accessibility of all levels.

The Recommendation

This application fits with your programme outcomes for making London more inclusive as it will be making a community asset more accessible. At assessment your officer determined that this funding would lead to wider use of the space to the community and will not be focused on expanding the accessibility for the Church and its congregation. On visiting, your officer was impressed with the range of community activity on offer at the space. All other funding for the project has been raised to date. Funding is recommended as follows:

£100,000 to improve the access to both levels of the Vineyard Congregational Church providing two new lifts, improved accessible toilet facilities, new doors and widened entrances.

Funding History

Meeting Date	Decision
16/07/2014	£5000 for the costs of an independent access audit.

Background and detail of proposal

An independent access audit was funded by your Committee in 2014 with the access report updated in October 2017 by Chris Harrowell Architects which outlined practical solutions to improve the access of the whole Church. The existing building is inaccessible due to stepped access to all entrances. There is an accessible WC in the entrance of the Church but this cannot be accessed from the basement below. The plan involves putting in two lifts to ensure access to both levels of the building. A new accessible toilet will be fitted with access from both the Church and from the outside which is close to the entrance of the Community Centre. The anticipated budget for all the work is £220,000 with the Church already securing £120,000 from a variety of other funds. A grant as advised would complete the funding required to ensure this building is as accessible as possible to the community it serves.

The upper ground Church is a place of worship, with community rooms for hire alongside other public use such as by children's groups, NHS self-help communities, a choir, winter night shelter and space for addiction recovery groups. The lower ground floor Community Centre offers a wide range of public benefit but is principally known for crisis support, that your officer witnessed on his visit. The Community Centre offers borough wide support to the impoverished and marginalised while also housing agencies such as CAB, Housing, Community nurses. The Community Centre also operates a café, foodbank and gardening programme. In the evening and at weekends the space is used by a local youth service.

Financial Information

The Charity's accounts are produced on a receipts and payments basis and the forecast deficit of £100,000 for the year ending 31 March 2019 is the unconfirmed income being requested from your committee. The Charity run a lean turnover but hold adequate reserves for the purposes of their operation. Funding secured already for this project is £99,000 from the London Borough of Richmond under their Village Plan Scheme, as this is not restricted to any particular aspect of the project it will provide cash-flow for the overall project.

Year end as at 31 March	2017 Examined Accounts £	2018 Draft £	2019 Forecast £
Income & expenditure:			
Income	171,980	224,863	227,296
- % of Income confirmed as at 23/05/2018	n/a	n/a	56%
Expenditure	(226,438)	(170,610)	(321,946)
Total surplus/(deficit)	(54,458)	54,253	(94,650)
Split between:			
- Restricted surplus/(deficit)	(64,711)	59,211	(100,000)
- Unrestricted surplus/(deficit)	10,253	(4,958)	5,350
	(54,458)	54,253	(94,650)
Cost of Raising Funds	0	0	0
- % of Income	0.0%	0.0%	0.0%
Operating expenditure (unrestricted funds)	134,694	126,926	121,946
Free unrestricted reserves:			
Free unrestricted reserves held at year end	12,832	7,874	13,224
No of months of operating expenditure	1.1	0.7	1.3
Reserves policy target	11,224	10,577	10,162
No of months of operating expenditure	1.0	1.0	1.0
Free reserves over/(under) target	1,608	(2,703)	3,062

MEETING 06/07/2018

Ref: 14501

ASSESSMENT CATEGORY - Older Londoners

Age UK Bexley

Adv: Sandra Jones

Amount requested: £90,224

Base: Bexley

Benefit: Bexley

Amount recommended: £90,300

The Applicant

Age UK Bexley (AUKB) – a charity - provides a wide range of services to older people. Its mission is to improve the quality of life for older people in the London Borough of Bexley by providing information, services and support. Currently the main activities include: an Advice and Information Service; Befriending Service; Handyperson Service; Day Centres; Foot Care Service; Wellbeing Centres; Men in Sheds; wheelchair hire and volunteering opportunities.

The Application

Funding is sought to continue and expand the organisation's 'Men in Sheds' project over a 2.5 year period. This is a service that supports older men who want to get together, share and learn new skills - all in the welcoming space of a 'Shed'. Expanding from a single site workshop, the organisation will run 'virtual sheds' from its network of Wellbeing Centres. Funding, should you agree it, will cover the costs of a 30 hour per week Project Co-ordinator, 5 hours per week Services Manager and associated running costs. This is a new post, developing a new sustainable model of working by building on the work undertaken by the current post holder (currently funded by the Henry Smith Charity with this funding ceasing in the Autumn).

The Recommendation

This project has been operating successfully for several years and AUKB is seeking to expand the service and work towards it becoming sustainable. By expanding to other sites, the capacity of the project will increase, thus increasing the number of participants. During the period of the grant the staff will be working with the Shed members and volunteers to enable them to take over the governance and management of the project to become a separately managed resource. The feasibility of this has been evidenced by AUKB.

£90,300 over three years (£35,600; £35,700; £19,000) for the posts of Project Co-ordinator (30 hours per week), Service Manager (5 hours per week) and associated running costs.

Funding History

None

Background and detail of proposal

The current Men in Sheds service operates from one location, with 91% of participants aged 74+ years. The current post holder supports the participants in making a range of items, using plant machinery. The expanded service will run 'Virtual Sheds' from the organisations Wellbeing Centres (currently 5) and is likely to have the same age profile. Kits will be prepared at the main workshop and used at the Virtual Shed sites, enabling the men to assemble a range of items such as bird and bat boxes and other garden items that do not require plant machinery and

specialist skills. These sessions will be done in small and socially dynamic groups, for those men who do not have the skills to manage the equipment needed to make more complex items. Each Virtual Shed will be supported through the recruitment and training of volunteers. For the duration of the project the project co-ordinator will also build skills, operational governance and community management capacity to develop the sustainability beyond the length of the grant. This will include building on the charity's existing corporate sponsorship (both cash and in kind); developing a management committee to maintain the oversight and co-ordination of the Shed project beyond the lifetime of the funding; and building volunteer skills and commitment to support the Shed's membership as a semi-autonomous arm of the charity.

Financial Information

Income for AUKB decreased in 2017/18 due to a reduction in grants and contracts, the majority of which have been confirmed for 2018/19. In response to the reductions, the organisation undertook a reorganisation which included some redundancy costs. The resultant budget deficit has been funded through free reserves, which still leaves them with a level higher than their free reserves policy. Although their current policy is to hold 3 months free reserves, they are looking to raise this to 6 months to future proof themselves in light of the current financial climate.

Year end as at 31 March	2017 Audited Accounts £	2018 Budget £	2019 Budget £
Income & expenditure:			
Income	753,386	572,975	607,180
- % of Income confirmed as at 09/04/2018	n/a	n/a	51%
Expenditure	(794,915)	(624,154)	(615,833)
Gains (deficit) on Investments	36,649	n/a	n/a
Total surplus/(deficit)	(4,880)	(51,179)	(8,653)
Split between:			
- Restricted surplus/(deficit)	3,213	0	0
- Unrestricted surplus/(deficit)	(8,093)	(51,179)	(8,653)
	(4,880)	(51,179)	(8,653)
Cost of Raising Funds	94	25,000	25,000
- % of Income	0.01%	4.4%	4.1%
Operating expenditure (unrestricted funds)	776,654	600,154	553,131
Free unrestricted reserves:			
Free unrestricted reserves held at year end	491,111	439,932	431,279
No of months of operating expenditure	7.6	8.8	9.4
Reserves policy target	194,164	150,039	138,283
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	296,948	289,894	292,996

MEETING: 06/07/2018

Ref: 14642

ASSESSMENT CATEGORY - Older Londoners

Kingston Carers Network

Adv: Jack Joslin

Amount requested: £177,924

Base: Kingston

Benefit: Kingston

Amount recommended: £178,000

The Applicant

Kingston Carers' Network (KCN) was established as a registered charity in 1994 and is currently supporting around 4,000 carers across the Royal Borough of Kingston. Over the last four years KCN has significantly grown in scope and reach to ensure that it meets the wide range of needs of local carers. The charity runs projects for young carers and older carers across Kingston offering a range of advice and support services.

The Application

Funding is requested to continue an imbedded specialist carer's support service that improves the lives of older carers. Advice to carers over 65 will be provided by a dedicated full-time carers' adviser. The project plans to support an average of 450 older carers each year providing one-off support and guidance as well as detailed casework depending on the need. The project was recently funded by the Big Lottery for 5 years with this funding coming to an end in December 2018. Your funding is sought to continue and enhance the support provided to older carers across the Royal Borough of Kingston.

The Recommendation

KCN has been delivering services for carers across Kingston for over 20 years. The older carers support project is well established and has been delivering successfully for the last 5 years providing an essential service for those aged 65 and over in Kingston. Funding is required to continue the employment of a Full-time Outreach worker and associated project and organisational costs. The Charity had to move premises very quickly this year which has impacted heavily on unrestricted reserves. For this reason, the full-cost recovery element of the request is quite high as it factors in the new rental payments while improving the Charity's cashflow to ensure this project is delivered successfully and not at a loss. This project fully meets the outcomes of your Older Londoners programme. Funding is recommended as follows:

£178,000 over three years (£58,000; £59,000; £61,000) for the full-time Outreach Worker (36hpw); respite activities; workshops; and associated running costs of the Older Carers project.

Funding History

Meeting Date	Decision
22/09/2016	A capital request which was outside the scope of Stepping Stones Fund.

Background and detail of proposal

Consultation on behalf of Kingston Public Health showed that the admission to hospital of the cared-for was a significant transition point for an older carer, with a lack of support from staff compounding the carer's difficulties. Carers reported feeling excluded from the discharge planning process and 41% said they were unaware that they had a right to be involved in that process. This project specifically works within the older people wards at the local hospital and in GP practices to ensure that this support is provided when it is most needed. Over three years the project will work with a minimum of 1,350 older carers aged 65 or over. The project will also provide on average 150 to 200 carers each year with ongoing, intensive casework. Much of the outreach work will take place and identified within Kingston Hospital and will include hospital admissions of the cared-for. This project has already established a strong working relationship with the Hospital and a number of GP practices across the borough and aims to continue and enhance the work they are already delivering to improve the well-being and access to respite and services of older carers in the Royal Borough of Kingston.

Financial Information

The Charity had to move this year quite suddenly. They have been aware that this may happen for a couple of years so had built reserves in preparation for this move. As KCN was on a pepper corn rent from the council in its previous office the move had a significant impact on the Charity's costs. Rent will now be £23,000 annually with utilities on top of this. As much of KCN's funding is restricted the charity has only been able to add the increase in rent into new or recent funding proposals. This has had an impact on the cash-flow and free reserves held by the Charity. The Chief Executive outlined how the Charity was recruiting a part time fundraiser that will be paid for as part of Big Lottery funding which was recently secured. KCN have large contract and grant commitments from the Big Lottery and the Local Authority over the next 3 to 5 years so have re-assured your officer that the Charity is a going-concern for the length of this project. Funding for year ending March 2019 is also 86% secured. Cost of generating funds has not been included in the accounts, the Charity confirmed this will be disclosed in future accounts and have provided a figure for the 2019 budget.

Year end as at 31 March	2017 Examined Accounts £	2018 Forecast £	2019 Budget £
Income & expenditure:			
Income	547,026	722,029	692,520
- % of Income confirmed as at 07/06/2018	n/a	n/a	86%
Expenditure	(544,568)	(789,833)	(702,310)
Total surplus/(deficit)	2,458	(67,804)	(9,790)
Split between:			
- Restricted surplus/(deficit)	(67,887)	43,586	(16,022)
- Unrestricted surplus/(deficit)	70,345	(111,390)	6,232
	2,458	(67,804)	(9,790)
Cost of Raising Funds	0	0	10,000
- % of Income	0.0%	0.0%	1.4%
Operating expenditure (unrestricted funds)	99,153	242,012	88,799
Free unrestricted reserves:			
Free unrestricted reserves held at year end	113,283	1,893	8,125
No of months of operating expenditure	13.7	0.1	1.1
Reserves policy target	24,788	60,503	22,200
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	88,495	(58,610)	(14,075)

MEETING 06/07/2018

Ref: 14586

ASSESSMENT CATEGORY - Older Londoners

London Children's Ballet

Adv: Sandra Davidson

Amount requested: £60,000

Base: Kensington & Chelsea

Benefit: London-wide

Amount recommended: £60,000

The Applicant

London Children's Ballet (LCB) was founded in 1994 to give talented young dancers aged 9-14 (boys up to 16) the opportunity to perform as part of a professional ballet company, regardless of their background. In 2016 LCB was granted Charitable Incorporated Organisation (CIO) status. Every year, LCB commissions a composer and choreographer to devise a new piece of work. This annual production gives young dance professionals their first West End showcase to an audience of 8,000. LCB dancers rehearse on Sunday afternoons from January to April, with intensive daily rehearsal over their Easter holidays. In total young dancers receive 100 hours of free, specialist ballet tuition and a West End performance experience. Over 450 children and young people auditioned last year for The Secret Garden with 30 places available. In addition to the main company a further 48 children are chosen from auditions to dance with LCB's touring companies. Outreach work takes ballet into state schools, care homes, hospices and special needs centres in and around London with touring companies performing up to 3,000 shows a year.

The Application

This application seeks support over three years to enable older people across London greater access to ballet by taking the touring companies into care homes. During the season at the Peacock Theatre, LCB ran a very popular 'Ballet for £1' programme, that widens participation in and access to ballet for those unable to afford standard ticket prices, or for whom attending ballet is outside their families' experience. Twenty-five per cent of tickets to LCB's annual production (2,000 tickets) are made available (at £1.00) to charities, the elderly and primary schools in areas of deprivation. Audience assessment of LCB's elderly guests found that many live in acute isolation, often struggling with mobility or illnesses associated with ageing.

The Recommendation

The project proposal meets your Older Londoners priority. It will provide the opportunity for older isolated people to see young people perform in a vibrant display of dance with stunning costumes to beautifully played music, written especially to accompany ballet. The charity's touring company of 12-15 dancers will take an abridged version of LCB's new ballet on tour in the community amongst local care homes. The grant requested is towards some of the production cost, reserving at least 400 seats for older people benefiting from 'Ballet for £1' and tour expenses. Overall, the package is expected to benefit up to 1,000 residents each year.

£60,000 over three years (3 x £20,000) towards the Ballet for £1 and LCB tours for older isolated people across London.

Funding History

Meeting Date	Decision
15/04/2010	£15,000 over three years (3 x £5,000) towards the Ballet for £1 programme for older people across London.

Background and detail of proposal

Since inception, LCB has sought ways to widen access to its performances to those who would not otherwise engage with (due to lack of familiarity) or be able to afford theatre tickets. Initially extending an invitation to residents of a local care home, LCB then started a more formal programme that grew into Ballet for £1 which now accounts for 25% of all tickets. LCB has run Ballet for £1 and touring companies for over 15 years with the programme expanding as demand has increased. The programme is hugely popular amongst its beneficiaries and is over-subscribed. LCB work closely with Age UK, Contact the Elderly, Charterhouse and the Claremont Project, amongst others, providing the opportunity for older people, many isolated with mobility or illnesses associated with old age, to engage with ballet, music, performance and young people. A team of dedicated volunteers welcome guests and offer support with seating. Following each performance, LCB's young dancers meet the audience.

Financial Information

In 2016/17 LCB went through a difficult period where two new appointments did not turn out as expected. As a result, fundraising was severely impaired, and the amount raised was much lower than expected. The charity has now returned to its larger base the Peacock Theatre which allow them to return to larger audience capacity. Trustees have reviewed their fundraising strategy, appointed a fundraiser and now anticipate an increase in funds over the next three years through increased grants and increased ticket sales. The budget for 2019 does not include additional funds expected to celebrate their 25th anniversary that year.

Year end as at 31 July	2017 Examined Accounts £	2018 Forecast £	2019 Budget £
Income & expenditure:			
Income	177,261	534,429	478,400
- % of Income confirmed	n/a	n/a	0%
Expenditure	(308,244)	(530,912)	(560,000)
Total surplus/(deficit)	(130,983)	3,517	(81,600)
Split between:			
- Restricted surplus/(deficit)	0	0	0
- Unrestricted surplus/(deficit)	(130,983)	3,517	(81,600)
	(130,983)	3,517	(81,600)
Cost of Raising Funds	33,824	89,043	80,000
- % of Income	19.1%	16.7%	16.7%
Operating expenditure (unrestricted funds)	308,244	513,912	560,000
Free unrestricted reserves:			
Free unrestricted reserves held at year end	100,634	104,151	22,551
No of months of operating expenditure	3.9	2.4	0.5
Reserves policy target	77,061	128,478	140,000
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	23,573	(24,327)	(117,449)

MEETING 06/07/2018

Ref: 14273

ASSESSMENT CATEGORY - Reducing Poverty

Bangladesh Youth Movement (BYM)

Adv: Joan Millbank

Amount requested: £77,643

Base: Tower Hamlets

(Revised request: £70,086)

Benefit: Tower Hamlets

Amount recommended: £70,000

The Applicant

Set up in 1976 BYM was the first self-help group in Tower Hamlets managed by and working for the Bangladeshi community. While it continues to work predominately with the local Bangladeshi residents it has broadened its reach into other Black, Asian and Minority Ethnic (BAME) communities including Pakistani, Somalis and Eastern Europeans in order to fill gaps in services. Constituted as a charitable company limited by guarantee, BYM works to address inequality by providing educational, social and recreational activities. Current activities include: provision of a bi-lingual advice and information service; youth work; and a women's centre offering access to adult education services, health and accredited training as resources allow. It holds appropriate accredited certificates for advice-giving and is a member of the Tower Hamlets Advice Partnership, which includes Toynbee Hall, Citizens Advice.

The Application

BYM requests three-year funding for the continuing and enhanced provision of money and debt advice. The design and delivery of 'Manage Your Money' has been informed by experience and recent consultation with local BAME communities. It will provide free specific debt advice for working-poor and those on benefits through the provision of information and casework and aims to build their financial management skills through the provision of workshops and coaching. The request includes the cost of a part-time advice worker, project costs including some resources to support volunteer engagement to enhance service delivery, and a contribution towards organisation management costs.

The Recommendation

BYM has a long history of working in the borough and a good reputation as a local service provider. As a small organisation it relies greatly on the dedication of its part-time manager, trustees and community members to work together to provide community-based services. It has been a lead player in local advice consortiums and has attracted support from a wide variety of funders. It continues to receive a range of funding from the London Borough of Tower Hamlets, including a grant for general advice work, although the amounts have reduced in recent years due to reductions in public sector resources. The amount sought, and recommended, has reduced slightly following careful scrutiny of costs at the assessment meeting:

£70,000 over three years (£24,000; £23,000; £23,000) towards the cost of Manage Your Money, and specifically a part-time (16 hours pw) Financial Advice Worker, project delivery costs, overheads and once-off equipment.

Funding History

Meeting Date	Decision
27/09/2012	£48,000 over three years for provision of ESOL classes to local women.

Background and detail of proposal

Tower Hamlets is one of London's most deprived boroughs with the third highest unemployment rates, second highest number of long term unemployed and the highest number of economically inactive residents. BYM supports local communities, which are amongst the most deprived. Language and cultural issues act as barriers to access to jobs and services for many within the Bangladeshi and BAME communities, while women, in particular, experience social exclusion.

A newly appointed part-time Financial Advice Officer will provide two days of specific debt and financial advice and casework each week to benefit up to 100 BAME community members each year (300 over three years). S/he will also offer learning support through provision of 10 training/workshops sessions per year on household budgeting, how to set up payment systems, and the like. Up to 20 community volunteers per annum will be trained by BYM to help the paid worker. Beneficiaries will be referred onto other BYM and borough-based services as wider needs are identified e.g. English for Speakers of Other Languages courses, skills training, job search, childcare. Outcomes will include resolution of debt-related issues, money-management knowledge, and improved economic circumstances. Established monitoring techniques are in place.

Financial Information

As a self-help organisation BYM relies heavily on the voluntary input of its trustees and members hence the low cost of generating funds. The charity's reserve policy is to hold the equivalent of three months' expenditure; trustees are seeking to raise free reserves through community fundraising. In the last year a transfer to restricted funds reduced free reserves by £1,900. The budget includes this grant request hence the increase in anticipated turnover compared to the previous year. BYM's budget has reduced in recent years due to reductions in statutory funding.

Year end as at 31 March	2017 Examined Accounts £	2018 Forecast £	2019 Budget £
Income & expenditure:			
Income	73,912	59,750	98,916
- % of Income confirmed as at 27/04/2018	n/a	100.00%	62%
Expenditure	(68,354)	(59,750)	(98,916)
Total surplus/(deficit)	5,558	0	0
Split between:			
- Restricted surplus/(deficit)	2,113	(1,900)	(500)
- Unrestricted surplus/(deficit)	3,445	1,900	500
	5,558	0	0
Cost of Raising Funds	0	1,500	2,500
- % of Income	0.0%	2.5%	2.5%
Operating expenditure (total funds)	68,354	59,750	98,916
Free unrestricted reserves:			
Free unrestricted reserves held at year end	12,228	12,228	12,228
No of months of operating expenditure	2.1	2.5	1.5
Reserves policy target	17,089	14,938	24,729
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(4,861)	(2,710)	(12,501)

MEETING: 06/07/2018

Ref: 14562

ASSESSMENT CATEGORY - Reducing Poverty

Brixton Advice Centre

Adv: Shegufta Rahman

Amount requested: £190,511

Base: Lambeth

Benefit: Lambeth

Amount recommended: £146,000

The Applicant

Registered as a charity in 1985, Brixton Advice Centre (BAC) promotes access to justice by providing good quality legal advice and assistance to the local community. This includes legal advice and representation to individuals who would otherwise be unable to access legal services due to costs and may suffer disadvantage in terms of personal and economic wellbeing as a consequence. In addition, the charity supports individuals to maximise their income and better manage their lives.

The Application

Funding is requested for a service to provide legal assistance at the point of food crisis which addresses the underlying problems causing that crisis. BAC intend on making the service sustainable through the engagement and training of volunteers. The charity will be delivering this service in partnership with two three foodbank venues in Lambeth, as well as Centre 70 which is another advice centre.

The Recommendation

BAC has co-designed a joined-up approach towards tackling the underlying issues for those experiencing food poverty. Building on the strengths of each of the partners, the project has potential to become sustainable post-funding. The amount recommended is at a reduced rate as the request included some expenditure that falls outside the scope of your funding, as well funding for posts that would equate to more than one full-time equivalent (which is your usual limit for funding).

£146,000 over three years (£48,000, £50,000, £48,000) for the p/t salary of an Advisor (0.8 FTE) and associated project costs.

Funding History

None.

Background and detail of proposal

The project will have two approaches towards supporting people facing financial crisis. Firstly, it will assist those who are in crisis at the point of initial contact and work on resolving the causes of that crisis. Secondly, it will develop the skills of foodbank volunteers in basic advice skills and the identification and use of local information resources in order to underpin the ongoing effective provision of services within the foodbank setting, both during and after the project ends. The project partnership includes Norwood and Brixton Foodbank, which is made up of three separate foodbank venues in the borough with over 200 volunteers between them, and two advice centres also based in Lambeth; BAC and Centre 70. BAC and Centre 70 are both members of Advice UK and hold various accreditations including both holding Specialist Quality Mark. Centre 70 has a unique benefit of also offering a well-established counselling service that provides free and affordable counselling on issues such as depression, family and relationship issues, effects of loss, trauma

or change, drug or alcohol misuse, unemployment and debt, bereavement, and the effects of domestic or sexual abuse. BAC has a strong food poverty focus and recently hosted the University College London for a research paper on foodbank use. BAC is also the home of the Lambeth Larder, a community food resource for local people and the first of its kind in London. Visitors to the foodbank will receive immediate support from the foodbank and an on-site advisor from one of the advice centres. As well as addressing the immediate food crisis, providing wraparound support services in this way will give those visiting the foodbank immediate access to advice and support on the types of issues that are most likely to have caused the crisis they are experiencing; debt, benefits, housing and general legal advice.

As well as the partnership having a strong frontline delivery component, BAC and Centre 70 will facilitate training for foodbank volunteers in basic advice skills and local information resources. The primary method will be through a number of volunteers attending a two-month voluntary secondment within the advice centres as part of their induction to being foodbank volunteers. This will be a rolling programme with two volunteers in advice training at any one time, one at each of the advice centres. BAC expect two secondments per quarter; eight per year in total when at capacity. Priority will be given to the volunteers who have themselves been users of the foodbank, providing the opportunity to develop transferable skills for those who might benefit most e.g. those finding it difficult to gain employment and/or those experiencing some form of social or economic exclusion.

Financial Information

The charity did not report any expenditure for the cost of raising funds in 2017 but will be allocating expenditure in the category of spend going forward. In the current context of cuts to legal aid funding, BAC has taken a strategic decision to broaden the scope of its work for projects like this one that reflect its charitable objectives, rather than relying on a narrow income stream. This is resulting in more restricted income being secured from trusts and foundations.

Year end as at 31 March	2017 Audited Accounts £	2018 Forecast £	2019 Budget £
Income & expenditure:			
Income	466,417	352,606	267,925
- % of Income confirmed as at 24/05/2018	n/a	100%	47%
Expenditure	(509,275)	(374,885)	(294,867)
Total surplus/(deficit)	(42,858)	(22,279)	(26,942)
Split between:			
- Restricted surplus/(deficit)	(6,919)	(32,325)	(85,733)
- Unrestricted surplus/(deficit)	(35,939)	10,046	58,791
	(42,858)	(22,279)	(26,942)
Cost of Raising Funds	0	28,053	28,053
- % of Income	0.0%	7.4%	10.5%
Operating expenditure (unrestricted funds)	502,356	187,895	82,349
Free unrestricted reserves:			
Free unrestricted reserves held at year end	106,227	83,948	57,006
No of months of operating expenditure	2.5	5.4	8.3
Reserves policy target	251,178	93,948	41,175
No of months of operating expenditure	6.0	6.0	6.0
Free reserves over/(under) target	(144,951)	(10,000)	15,832

MEETING: 06/07/2018

Ref: 14657

ASSESSMENT CATEGORY - Reducing Poverty

Cambridge House

Adv: Julia Mirkin

Amount requested: £146,389

Base: Southwark

Benefit: Southwark

Amount recommended: £146,500

The Applicant

Cambridge House (CH) was established in 1889 as part of the international Settlement Movement. Spanning five Georgian houses on Camberwell Road, CH was set up by students from Trinity and Magdalene Colleges, Cambridge, who lived in the Settlement and undertook voluntary work to address the social problems and widespread urban poverty caused by industrialisation. Toynbee Hall, with which Members will be familiar, was the UK's first settlement. Today, CH provides frontline services to realise 'a society without poverty where all people are valued, treated equally and lead fulfilling and productive lives.' Services include the legal representation and advocacy offered by the Law Centre; an advice service and a range of empowering education and inclusion activities for disadvantaged adults and children. 1,500 people use CH weekly and CH's Law Centre, which has a 100% success rate in possession/eviction proceedings, homelessness challenges and welfare benefits appeals, works with 2,500 clients annually; and is accredited by Lexcel, the Law Society's legal practice quality mark for excellence in legal practice, management and client care. 16 charities and community organisations rent office space at CH, forming a community hub for Southwark.

The Application

CH requests funding for a Crisis Prevention Navigator, a skilled legal advocate or advisor, who will undertake triage, casework, signposting and offer support for litigants-in-person, allowing the Law Centre's solicitors to focus on complex cases.

The Recommendation

CH is a well established and networked organisation, working at the heart of one of London's deprived communities. It is faced with difficulties arising from over-reaching on a major capital programme in 2013 which has threatened its sustainability. However, it continues to be supported by 'Futurebuilders' which continues to offer a capital-only repayment deal for its loan. CH has presented budgets that project growing surpluses in 18-19, 19-20 and 20-21, the period for which the majority of requested funding would be spent. It is your officer's recommendation that any grant be contingent on sign-off of quarterly management accounts and the achievement of overall surpluses (after depreciation) for every year of the grant.

£146,500 over three years (£48,100; £49,000; £49,400) for the post of Crisis Prevention Navigator, NI, pension, travel cost, subscriptions and a 12.5% contribution to core costs. Release of the grant is contingent on satisfactory quarterly management accounts until further notice; updates on any change to the terms of loans held by CH; and the achievement of overall surpluses (after depreciation) in years two and three of the grant.

Funding History

Meeting Date	Decision
20/10/2011	£45,000 towards a fully accessible signage and wayfinding system.
11/11/2010	£4,984 for the costs of an access audit and design appraisal.

Background and detail of proposal

Minor issues are escalating into emergencies due to insufficient capacity in the legal and advice services in Southwark. This situation results in specialist solicitors undertaking work that only requires the knowledge and ability to chase and follow up queries. The knock-on effect of this is that clients with complex legal issues cannot access the required specialist support. Increased self-representation by unprepared clients at tribunals or appeal hearings is a further consequence of this lack of capacity and coordination, resulting in poor outcomes and a perpetuation of preventable problems.

Three wards in direct proximity to CH score at the bottom of the national Index of Multiple Deprivation 2015: Faraday ward is in the bottom 7% nationally for income deprivation; Faraday and Camberwell Green wards are in the bottom 10% nationally for barriers to housing services and East Walworth is in the bottom 1% nationally for crime. 35% of Southwark residents live in these three wards, indicating the density of Southwark's population in close proximity to CH. 64% of Southwark residents live in rented accommodation, with 41% living in social housing, considerably higher than the London average of 26% (*Housing Tenure by Borough*, ONS) and are disproportionately affected, therefore, by the 28% increase in rents seen between 2012 and 2017 (*Average Private Rents, Borough*, Valuation Office Agency), which outstrip increases seen in wages and benefits (Trust for London 2017). According to Southwark Council's Homelessness Review 2017, homelessness applications rose between 2015 and 2016 in Southwark by 100%.

Cambridge House (CH) requests funding for a Crisis Prevention Navigator, a skilled legal advocate or advisor who will relieve CH's Law Centre solicitors by undertaking casework for welfare clients and assisting with tribunals and appeals; undertaking triage services, signposting and referring clients to the most appropriate support services; and by building capacity in other local non-specialist advice services, supporting them to help their clients, avoiding unnecessary and time-consuming referrals to CH. It is proposed that the Crisis Prevention Navigator delivers: a new drop-in service six times per month from the CH Law Centre reception; offers practical support to litigants-in-person; undertakes casework and collaborates with frontline advisors at partner agencies, offering support for complex cases and smoothly managing handover arrangements where appropriate. It is hoped that this post will improve the efficiency and effectiveness of CH's services and those of the legal and advice sector locally; build capacity in local advice agencies; reduce instability and stress for local people and, ultimately, reduce preventable destitution and poverty. Over the proposed three-year duration of the grant, output targets include: 220 clients supported through the drop-in advice service; 170 clients supported before, during or after their court hearings; and 12 cases being brought to tribunals or appeals at court.

Financial Information

CH's funding from Southwark Council has dropped from £905.6K in 2012 to £343.2K in 2017. In 2013, CH completed a major capital redevelopment project for which it secured loan finance of £4.1m and grants of £1.64m (including a capital grant from CBT). At 31.03.17, the value of CH's loan was £3,715,266 and its building was valued at £7.4m. The loan is currently offered at 0% interest, which is agreed until March 2019 and reviewed annually thereafter.

There was an overspend on the redevelopment project, which led to significant deficits and the depletion of reserves, reaching a high of 40% of turnover in 2014.

CH continues to have negative free reserves but the accounts to 31 March 2017 have been prepared on a going concern basis. The independent auditor's report by Sayer Vincent, signed in December 2017, is not modified, although it does contain an emphasis of matter statement on the going concern of the organisation and refers to the steps being taken to improve the financial position of the charitable company.

A number of cost-saving measures are being implemented during 18-19: CH has divested itself of underfunded contracts and served notice to the relevant staff; it has retendered its facilities contracts; increased its rental charges by between 5-10% from July 2018; and it has frozen staff salaries apart from those on the London Living Wage, who will receive a cost of living increase. As a result of these changes, CH hopes to prevent the deficits it incurred on restricted funds, which have had to be absorbed using unrestricted funds in 2018. A modest surplus is now budgeted for 2019. Building on these costs cutting measures and by focusing on activity that contributes to core costs, CH has produced budgets for 19-20 and 20-21 that project surpluses of £15,640 and £175,076 respectively.

Year end as at 31 March	2017	2018	2019
	Audited Accounts	Forecast	Budget
	£	£	£
Income & expenditure:			
Income	1,751,396	1,715,080	1,699,028
- % of income confirmed as at xx	n/a	n/a	96%
Expenditure	(1,893,595)	(1,893,320)	(1,696,644)
Total surplus/(deficit)	(142,199)	(178,240)	2,384
Split between:			
- Restricted surplus/(deficit)	(45,355)	(299,380)	0
- Unrestricted surplus/(deficit)	(96,844)	121,140	2,384
	(142,199)	(178,240)	2,384
Cost of Raising Funds	1,997	3,834	2,000
- % of income	0.1%	0.2%	0.1%
Operating expenditure (unrestricted funds)	1,560,127	1,440,243	1,483,189
Free unrestricted reserves:			
Free unrestricted reserves held at year end	(274,976)	(453,216)	(450,832)
No of months of operating expenditure	(2)	(4)	(4)
Reserves policy target	340,000	340,000	340,000
No of months of operating expenditure	2.6	2.8	2.8
Free reserves over/(under) target	(614,976)	(793,216)	(790,832)

MEETING 06/07/2018

Ref: 14582

ASSESSMENT CATEGORY - Reducing Poverty

Child Poverty Action Group

Adv: Kate Moralee

Amount requested: £131,834

Base: Hackney

Benefit: London-wide

Amount recommended: £130,000

The Applicant

Child Poverty Action Group (CPAG) is one of the key national voluntary sector campaigning organisations working in the field of child and family poverty. It has a vision of a society free of child poverty where all children can enjoy a childhood free of financial hardship, with a mission of promoting action to prevent and end poverty among children and families. Established in the 1960's, it has a long track record in highlighting child poverty issues. The key aims of the charity are to raise awareness of the causes, nature and impact of poverty, to promote strategies for prevention and eradication, to bring about policy change and to enable those who are eligible to access their full benefits entitlements. It also provides accurate information, training and advice to people who work with families experiencing poverty. Current objectives (2017 to 2020) include the development of a programme of evidence-based, solution-focussed policy and research, communications and campaigns on child poverty.

The Application

The Trust is asked to support a Universal Credit (UC) London Welfare Rights Worker and associated project costs including training bursaries for 50 London organisations working with disadvantaged communities; and the production and distribution of 50 UC handbooks to build the capacity of frontline workers to maximise financial entitlements of Londoners living in poverty.

The Recommendation

CPAG has a long history of delivery and an excellent reputation across the advice and guidance sector. It provides expertise and specialist advice to frontline workers through a range of publications, training, helpline and email response services. It also has direct experience of providing advice to claimants in an area transitioning to UC through a Foodbank Advice Project in Tower Hamlets (2015-18). Although it is a national organisation this request has been informed by the increase in demand from front line advice workers in London who are facing the roll out of Universal Credit across all boroughs in 2018 and the transfer of "legacy benefits" to UC by 2022. CPAG will use its existing networks, including leading the London Child Poverty Alliance, to target smaller, localised community organisations delivering advice to specific communities of interest. Your officer recommends that funding be released on receipt of satisfactory quarterly management accounts until free reserves reach target and the organisation operates at an annual surplus, as currently it has low free reserves and a history of unrestricted deficits. Funding is recommended as follows:

£130,000 over 2 years (2 x £65,000) for a f/t Universal Credit London Welfare Rights Worker, plus associated project costs including training bursaries and UC handbooks for 50 London organisations. Release of the grant is subject to receipt of satisfactory quarterly management accounts.

Funding History

Meeting Date	Decision
06/09/2007	£8,000 towards the costs of investigating the impact on families with disabled members of recent changes in social welfare policy and practice.

Background and detail of proposal

With the roll out of UC across London in 2018 and the transfer of existing claims to UC by 2022 more than half a million families including 680,000 children will be impacted. Currently UC results in families with children becoming on average £960 a year worse off, with lone parents £2,380 worse off.

UC is incredibly complex and there have been well documented difficulties which have led to widespread confusion resulting in a significant increase in demand for support from front line workers. In 2017 29% of calls and 38% UC email queries to CPAG were from London. Two seminars were over-subscribed and a UC conference had 175 attendees. This project responds to that increase in current and projected future demand, building the capacity of voluntary and community organisations supporting Londoners living in poverty. It will enable the collection and collation of information, issues, trends and data from advice providers across London and use established links with DWP to negotiate solutions that may benefit all UC claimants across the city. It adopts a solution focussed early intervention approach, producing resources to support community organisations to prepare their communities for UC, supporting communities to act earlier to prevent crisis, by working with local councillors, MP's and local press as well as local civil society organisations.

The project will complement other areas of services offered by CPAG in London including dissemination of learning from its successful Foodbank project, its Early Warning System project, working with panels of families to develop strong qualitative evidence to influence systemic change, its London Child Poverty Alliance, Social Security Consortium and End Child Poverty Coalition engagement, policy and influencing work.

Financial Information

Although CPAG has a recent history of unrestricted deficits it has responded to this with an organisational restructure reducing expenditure and development of its IT infrastructure (supported in part through a grant from Legal Education Foundation) to make the organisation fit for the digital world and increase sustainability through developing new digitalised products. Your officer recommends that funding be released on receipt of satisfactory quarterly management accounts until free reserves reach target and the organisation operates at an annual surplus.

Year end as at 31 March	2017	2018	2019
	Audited Accounts	Forecast	Budget
	£	£	£
Income & expenditure:			
Income	3,071,805	3,354,515	3,349,000
- % of Income confirmed as at 20/4/18	n/a	100.00%	52%
Expenditure	(3,176,779)	(3,347,478)	(3,349,000)
Total surplus/(deficit)	(104,974)	7,037	0
Split between:			
- Restricted surplus/(deficit)	(10,457)	4,027	0
- Unrestricted surplus/(deficit)	(94,517)	3,010	0
	(104,974)	7,037	0
Cost of Raising Funds	248,667	88,152	90,000
- % of Income	8.1%	2.6%	2.7%
Operating expenditure (unrestricted funds)	2,079,157	2,154,581	2,112,000
Free unrestricted reserves:			
Free unrestricted reserves held at year end	239,881	242,891	242,891
No of months of operating expenditure	1.4	1.4	1.4
Reserves policy target	900,000	900,000	900,000
No of months of operating expenditure	5.2	5.0	5.1
Free reserves over/(under) target	(660,119)	(657,109)	(657,109)

MEETING: 06/07/2018

Ref: 14550

ASSESSMENT CATEGORY - Resettlement and Rehabilitation of Offenders

Key4Life

Adv: Tim Wilson

Amount requested: £115,000

Base: Westminster

Benefit: London-wide

Amount recommended: £115,000

The Applicant

Key4Life is a Somerset-based Charitable Incorporated Organisation with a history of operations in London prisons, particularly Brixton. Registered in 2013, the organisation is concerned with young men (18-24) and the impact pre-release and post-release life-skills and employment training can have on the reduction of re-offending rates. Activities follow a seven-step model which explores the root cause of offending, builds positive relationships through mentoring, and provides work experience.

The Application

With an existing operation in HMP Brixton at the invitation of the Governor, Key4Life seeks support from City Bridge Trust to cover the costs of its post-release and community resettlement activities with its participant cohort. Beneficiaries are young men from a prison wing identified by the Governor, with programme participants selected following information days and voluntary sign up.

The Recommendation

Whilst Ministry of Justice data indicates that the overall reoffending rate for adult and juvenile offenders released from custody varies between 29% and 32%. This rate more than doubles among 18-24 young men, many of whom will return to prison within one year of release. Key4Life focuses on this cohort, working in group as well as one-to-one settings to investigate the underlying reasons behind offending behaviour (including exploration of family and home life). The charity has built strong relations with a range of employers offering host placements for young men post release, enabling them to benefit from good quality work experience. Whilst the model is still relatively new, independent evaluation of Key4Life's approach indicates that participants are four times less likely to reoffend following completion of the programme. Of the 14% who have re-offended, the charity cites positive progress against its wider set of metrics for personal change.

The support of the Governor of HMP Brixton is notable. Members may be familiar with other rehabilitation services at this prison including the Clink restaurant, Bad Boys Bakery and Spark Inside. The prison currently provides funding towards Key4Life's pre-release work and City Bridge Trust is asked to support preparations for and work following release. A grant will help support the growth of Key4Life's work and build the evidence base around its approach. Funding is advised:

£115,000 over three years (£36,000; £38,000; £41,000) towards the costs of Key4Life's 'through the gate' work with 18-24 year olds involved in the HMP Brixton programme.

Funding History

None

Background and detail of proposal

Key4Life's work to reduce re-offending rates encourages programme participants to see better, more productive futures. Within prison it looks to build trust, responsibility and confidence through a structured activity schedule of football, music and equine therapy. The charity introduces mentoring to provide participants with positive role models and teaches interview skills. As soon as participants are released, Key4Life will meet participants at the gate and support them with diary management as well as liaison with the Probation Service. Further mentoring supports them with the development or rebuilding of positive family and domestic relationships, as well as getting participants work-ready with involvement of the charity partner Suited and Booted. The programme continues with three-day work tasters where participants continue to receive mentoring support and concludes with a residential after 12 months. The charity has received expressions of interest to work in several London prisons, and notes the critical role a supportive Governor plays in ensuring successful programme delivery. Key4Life has recently launched its own small-scale catering operation with support from NatWest to provide further workplace training.

Financial Information

Key4Life's income grew by 68% between the year ending 31st December 2016 and the end of the following financial year. This resulted from planned fundraising and reflects growth in both restricted and unrestricted income lines. This level of growth is not unusual for a relatively recently established organisation.

The table below shows a spike in the costs of raising funds in 2017 compared with the two years either side. The charity has advised that it had the opportunity to run two fundraising galas at public sporting events in 2017. Whilst this generated valuable unrestricted income, it was also administratively challenging, and the charity has decided that it will not continue this type of fundraising activity in the near future

Key4Life holds free reserves above its stated target. In 2016, this target was set as 3 months' operating costs, and was subsequently lowered to 2 months in 2017. Your officer has discussed this with the charity and noted that, given its increased commitments arising from new contracts and services the target appears low. You would normally expect to see a reserve holding of 3-6 months and the figure held by Key4Life, whilst above target, is not judged excessive.

Year end as at 31 December	2016 Examined Accounts £	2017 Draft Accounts £	2018 Forecast £
Income & expenditure:			
Income	495,351	830,405	813,750
- % of Income confirmed	n/a	n/a	80%
Expenditure	469,310	829,253	811,733
Total surplus/(deficit)	26,041	1,152	2,017
Split between:			
- Restricted surplus/(deficit)	0	9,983	17
- Unrestricted surplus/(deficit)	26,041	(8,831)	2,000
	26,041	1,152	2,017
Cost of Raising Funds	64,737	151,018	54,500
- % of Income	13.1%	18.2%	6.7%
Operating expenditure (unrestricted funds)	437,810	610,293	286,040
Free unrestricted reserves:			
Free unrestricted reserves held at year end	170,113	159,574	161,574
No of months of operating expenditure	4.7	3.1	6.8
Reserves policy target	109,453	101,716	47,673
No of months of operating expenditure	3.0	2.0	2.0
Free reserves over/(under) target	60,661	57,859	113,901

MEETING: 06/07/2018

Ref: 14576

ASSESSMENT CATEGORY - Strengthening London's Voluntary Sector

CVS Brent

Adv: Shegufta Rahman

Base: Brent

Amount requested: £150,446

Benefit: Brent

Amount recommended: £134,800

The Applicant

Registered as a charity in 2012, CVS Brent is an independent capacity-building organisation, supporting groups providing community services on a not-for-profit basis, on behalf of the local community in Brent.

The Application

The charity is seeking funding for a new Monitoring, Evaluation and Demonstrating Impact Project, including the salary costs of a Monitoring and Evaluation Officer. The project will build and develop the capacity and sustainability of Brent's voluntary and community sector (VCS) in order that they can continue to deliver effective and efficient services to their communities, as well as enabling them to advocate and influence at a strategic level to improve the quality of life for Brent's residents.

The Recommendation

Whilst CVS Brent has had an active portfolio of services for its local VCS, it recognises that there is a growing need for organisations to develop monitoring, evaluation and impact measurement tools by identifying appropriate systems and implementing these to support the vital work of the sector to ultimately improve the life of Brent's diverse communities. The amount recommended is at a reduced rate as elements of the request fall outside of the scope of your funding:

£134,800 over three years (£44,900, £43,800, £46,100) for the p/t (4dpw) salary of the Monitoring and Evaluation Officer and project running costs.

Funding History

None.

Background and detail of proposal

CVS Brent has a sound track record of delivering capacity building support to its local voluntary and community sector (VCS). The charity recognises the ever-increasing challenges facing the wider sector with: cuts in funding from Central Government to local authorities; a move from grants to tenders in the commissioning of services both from local councils and clinical commissioning; changes in welfare reform with an adverse impact on local communities; a growing trend of joint/partnership/consortia applications for funding; and the implications of potential loss of European funding following Brexit. In facing these challenges, the VCS needs to adapt and evolve in the way it operates in order to survive and continue to provide the much-needed services for their communities.

The monitoring and evaluation environment has changed over the last decade or so, with a growing need to have effective systems to measure both quantitative and qualitative information for outcomes and social impact of services provided by the VCS. The funding environment is more focussed on commissioning and contracting

based on 'evidence based' needs, resulting in the VCS needing to compete equally in the local market if they are to continue to provide services for their communities.

Through the capacity building work undertaken by the charity to date, identifying appropriate monitoring, evaluation and impact systems and implementing these to support the vital work of the local VCS has been highlighted. In addition, the need to develop organisational quality assurance systems has also been identified. Brent CVS's annual user surveys for both 2016 and 2017 have evidenced all of these requirements. The current membership of the charity stands at 147 local civil society organisations. In addition, the charity in its liaison work with grant and commissioning officers in Brent Council and some trusts and foundations, has evidenced that often monitoring, evaluation and impact systems need development and/or refining to better reflect the outcomes stated for the local organisations.

The project will be delivered through the provision of advice, information, tailored training and support to the local VCS. The range of topics covered will include organisational health checks, identification of appropriate quality assurance systems for service delivery and organisations as a whole, exploring the feasibility of setting up consortiums, and intensive one-to-one bespoke support.

Financial Information

The charity has provided conservative estimates for income in 2019; all of which outlined below has been confirmed. The move to a higher proportion of restricted income is due to sources of unrestricted income coming to an end in March of this year. Cost of raising funds was not allocated for 2017 but has been apportioned for 2018 onwards.

Year end as at 31 March	2017 Audited Accounts £	2018 Draft £	2019 Budget £
Income & expenditure:			
Income	481,189	314,320	258,145
- % of income confirmed as at 24/05/2018	n/a	100%	100%
Expenditure	(441,984)	(314,320)	(268,145)
Total surplus/(deficit)	39,225	0	(10,000)
Split between:			
- Restricted surplus/(deficit)	4,531	46,217	27,007
- Unrestricted surplus/(deficit)	34,694	(46,217)	(37,007)
	39,225	0	(10,000)
Cost of Raising Funds	0	38,448	47,600
- % of income	0.0%	12.2%	18.4%
Operating expenditure (unrestricted funds)	161,664	72,617	64,280
Free unrestricted reserves:			
Free unrestricted reserves held at year end	114,332	68,115	31,108
No of months of operating expenditure	8.5	11.3	5.8
Reserves policy target	40,416	18,154	16,070
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	73,916	49,961	15,038

MEETING 06/07/2018

Ref: 14666

ASSESSMENT CATEGORY - Strengthening London's Voluntary Sector

London Play

Adv: Sandra Jones

Base: Islington

Amount requested: £111,002

Benefit: London-wide

Amount recommended: £111,000

The Applicant

London Play (LP), established in 1998, was set up to ensure that all children have access to high quality, accessible play opportunities in London – whether in supervised settings or in the wider public realm. Through its activities the charity aims to improve existing play provision as well as increase the amount of provision. The organisation has an extremely good reputation on issues around children's play and works in partnership with other London-wide youth organisations such as London Youth. London Play was voted charity of the year for 2015 by the creative agency Collider as well as by the Hawksmoor restaurant chain.

The Application

In March 2015 your Committee agreed a three-year grant to fund PlayWorks, which supports community-led adventure playgrounds London-wide through a training and mentoring programme, with online evaluation toolkits being developed. The organisation is requesting a further two years' funding to continue this work. This will be achieved through funding the salary of a p/t (2.5dpw) Programme Designer; 1dpw of Head of Communications; costs of training playground staff; and related operational and management costs.

The Recommendation

As the infrastructure organisation for children's play in London, the charity is providing an invaluable resource to a sector that is struggling financially. The grant will be supporting play across the capital by strengthening local organisations' evaluation systems and their ability to evidence the impact of their services, putting them in a stronger position to compete for the limited resources available. Targets for the grant have been met, with the organisation using feedback to improve and develop the project. This has been built into the current application, with a change in focus for the main post. By doing this LP identify that they will be able to deliver the service to an increased number of playgrounds.

Whilst the quality of their service remains high, their financial position remains challenging. Their previous grant was subject to receipt of satisfactory quarterly management accounts as their 2013/14 accounts had been qualified. A grant from your Stepping Stones programme is enabling LP to develop its business model which should improve this situation. In the meantime, it is recommended that any funding should be subject to receipt of satisfactory quarterly management accounts.

£111,000 over two years (£53,800; £57,200) towards the salary of a p/t (2.5dpw) Programme Designer; 1dpw of Head of Communications; costs of training playground staff; and related operational and management costs. The release of the first quarterly payment is subject to receipt of satisfactory management accounts to 31 March 2018 and further payments will also be subject to receipt of quarterly management accounts.

Funding History

Meeting Date	Decision
23/11/2017	Stepping Stones - £20,000 towards 50% of the costs of the London Play (Design) Director, subject to quarterly management accounts
18/03/2016	Stepping Stones – application declined
12/03/2015	£138,000 over three years (£37,400, £47,700, £52,900) towards the salary of a p/t (3dpw) Play Works Mentor; costs of training playground staff; and related costs, subject to the receipt of satisfactory quarterly management accounts.

Background and detail of proposal

Adventure playgrounds are at serious risk of closure across London as, in recent years, youth and play services have been subject to financial reductions and within the youth sector play is not seen as a high priority, with the impact of play on young people being under recognised. This has been in part due to play organisations lacking the skills and experience of evaluating their services and the impact on young people's development. The project that your Committee funded to date was to address this by providing community-managed play facilities with the tools to demonstrate the social and developmental outcomes achieved, feeding this into social policy and engaging proactively with policymakers and commissioners.

The project will build on the work done in the first three years. An evaluation of it identified that staff turnover within play organisations; issues with travel and being able to attend the training modules off-site; and pressures on front-line staff to deliver daily play sessions have affected the ability for several organisations to embed the PlayWorks learning in their organisations and to gain manager/trustee buy-in. To address this, the project will now target senior managers (especially those with responsibility across several sites) to attend group workshops delivered by experts to upskill their understanding and long term aims and strategy for monitoring and evaluation. These managers will then draw on frontline staff to carry out their strategy, who will be supported in this role, including some training modules to enable them to understand the necessary aspects on monitoring and evaluation and data collection. The programme will be flexible depending on the needs of each Adventure Playground.

To enable this to happen a part-time Programme Designer will be appointed in the place of the current PlayWorks Mentor who will have experience and expertise in developing online training resources, as part of the programme will be undertaken online. One-to-one and peer group support /review will also be provided along with assistance to undertake independent data evaluations and producing quality evidence. By changing the way the programme is delivered, more local play associations will be supported than previously.

Financial Information

Within the Report and Financial Statements of London Play for the year ended 31st March 2017, the Independent Examiner's report identified as an emphasis of matter that LP had unrestricted reserves of £3,209. However, *"the trustees consider the charity a going concern subject to raising funds and/or reducing costs successfully. The Trustees are monitoring the charity's spending and cash flow regularly to ensure that its liabilities are met as and when they fall due."*

As at the beginning of May 48% of forecast income had been confirmed. This committee did award a £20,000 Stepping Stones grant towards LP to build the trading arm of the organisation, which in the medium term should allow the organisation to improve its financial position. Indeed, they have recently negotiated a contract with a Housing Association, which to date has been an unexploited income source. Given the low level of reserves, funding should be subject to satisfactory quarterly management accounts.

The cost of raising funds for 2017/18 is currently zero in the organisation's draft accounts.

Year end as at 31 March	2017 Examined Accounts £	2018 Forecast £	2019 Budget £
Income & expenditure:			
Income	338,318	239,850	219,375
- % of income confirmed as at 06/06/2018	n/a	n/a	47.97%
Expenditure	(344,723)	(239,000)	(216,975)
Total surplus/(deficit)	(6,405)	850	2,400
Split between:			
- Restricted surplus/(deficit)	(5,187)	0	0
- Unrestricted surplus/(deficit)	(1,218)	850	2,400
	(6,405)	850	2,400
Cost of Raising Funds	12,539	0	5,000
- % of income	3.7%	0.0%	2.3%
Operating expenditure (unrestricted funds)	98,856	180,000	92,000
Free unrestricted reserves:			
Free unrestricted reserves held at year end	2,632	3,482	5,882
No of months of operating expenditure	0.3	0.2	0.8
Reserves policy target	39,000	39,000	39,000
No of months of operating expenditure	4.7	2.6	5.1
Free reserves over/(under) target	(36,368)	(35,518)	(33,118)

MEETING 06/07/2018

Ref: 14574

ASSESSMENT CATEGORY - Strengthening London's Voluntary Sector

Partnership for Young London

Adv: Sandra Jones

Base: City

Amount requested: £106,100

Benefit: London-wide

Amount recommended: £106,000

The Applicant

Partnership for Young London (PYL), was established in 1997 and aims to provide leadership and vision about young people's services across London. Incorporated as a charitable company in 1997, the organisation is hosted by the City of London. Trustees are drawn from the voluntary youth sector, private sector, housing, Duke of Edinburgh scheme, colleges and youth support organisations. In line with its priorities the charity provides information, networking and brokering opportunities, consultancy, research, professional development and policy and practice updates to its members. The charity facilitates a number of strategic initiatives such as the London Policy Network (which covers such subjects as Youth Innovation Zones, Future Models of Commissioning, Cabinet Office review of youth services), and the Strategic Youth Engagement Board.

The Application

In March 2015, your Committee agreed a three-year grant to support voluntary, community and social enterprise sector organisations which provide youth services, to improve their monitoring evaluation and impact reporting. This was achieved through networking opportunities, individual support, and sharing information and resources online. The funding covered the Development Lead (4 days per week), admin support (0.5 days per week), associated running costs and the costs of events and training sessions. PYL seeks funding to continue this strategic work for a further two years, focusing on inequalities, peer-to-peer support and capacity building. This will be for the Development Lead, admin support, and associated running costs.

The Recommendation

PYL continues to provide quality services, London-wide, to organisations working with young people, many of which have suffered from a major decline in the level of funding available over recent years. The project has been evaluated which has fed into planning for future years. The cost of the Development Lead has increased based on a recent review of salary structures undertaken by Cranfield Trust as part of the Thrive programme funded by CBT. The 2016/17 accounts are not compliant with SORP so release of the second quarter of the grant will be subject to receipt of compliant 2017/18 accounts.

£106,000 over two further and final years (£52,500; £53,500) for the costs of the Development Lead (4 days per week); admin support (0.5 days per week); and associated running costs. Release of the second quarter of the grant will be subject to receipt of compliant accounts for 2017/18.

Funding History

Meeting Date	Decision
14/03/2018	£23,100 towards PYL's core costs to enable its continued active involvement with The Way Ahead.

11/05/2017	£48,500 towards the cost of the Strategic Director's salary and a part-time intern and associated project costs to support the organisation's involvement in The Way Ahead.
12/03/2015	£ 142,000 over three years (£47,300, £47,000, £47,700) for a part-time Development Lead, related admin support, associated running costs, and the costs of events and training sessions.

Background and detail of proposal

Over the preceding three years this project has exceeded its targets while the need for their services has increased. Partnerships have been forged over the three years which have widened the reach of the programme, enabling resources and expertise to be shared.

Based on feedback, the programme for the next two years will focus more on inequalities, peer-to-peer support and capacity building. This will be delivered through: local and regional training; regional networking events; a peer support programme for practitioners; links with universities and research partners; and production of resources and materials.

Financial Information

PYL has been utilising its free reserves to get in line with their reserves policy, which the 2019 budget anticipates will be the case. The accounts for 206/17 are not compliant with the Charities SORP and so it is recommended that the second quarter of the grant will be subject to receipt of compliant accounts for 2017/18.

Year end as at 31 March	2017	2018	2019
	Audited Accounts £	Budget £	Budget £
Income & expenditure:			
Income	167,962	271,137	228,700
- % of Income confirmed as at 25/04/2018	n/a	n/a	96%
Expenditure	(159,766)	(227,876)	(227,321)
Gains (deficits) on investment	9,893	n/a	n/a
Total surplus/(deficit)	18,089	43,261	1,379
Split between:			
- Restricted surplus/(deficit)	(8,898)	56,858	13,021
- Unrestricted surplus/(deficit)	26,987	(13,597)	(11,642)
	18,089	43,261	1,379
Cost of Raising Funds	0	29,000	26,492
- % of Income	0.00%	10.7%	11.6%
Operating expenditure (total funds)	159,766	227,876	227,321
Free unrestricted reserves:			
Free unrestricted reserves held at year end	93,635	80,038	68,396
No of months of operating expenditure	7.0	4.2	3.6
Reserves policy target	39,942	56,969	56,830
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	53,694	23,069	11,566

MEETING: 06/07/2018

Ref: 14650

ASSESSMENT CATEGORY - Strengthening London's Voluntary Sector

Pro Bono Economics

Adv: Shegufta Rahman

Base: Southwark

Amount requested: £180,000

Benefit: London-wide

Amount recommended: £150,000

The Applicant

Registered as a charity in 2009, Pro Bono Economics (PBE) helps charities understand and improve the impact and value of their work by matching highly skilled economist volunteers with charities that need this expertise. PBE has engaged over 400 charities providing data advice, economic analysis and research to help develop new and better services, support advocacy and campaigns, and attract new funding.

The Application

PBE is seeking funding to significantly increase the number of organisations it supports in London; to develop strategic relationships with funders; and to widen its information sharing, advocacy and policy influencing capabilities. Once accepted onto the programme, organisations are placed with a small team of volunteer economists who work with the support of one of PBE's part-time economic associates and its project team. Volunteers benefit from working in a different environment and learning new skills as well as providing practical help to charities. The interaction between the charity and volunteers is the core dynamic in the project's success. PBE aims to embed skilled volunteering into the economic profession across London, as is most commonly done in the legal profession.

The Recommendation

PBE is looking to expand its work in London. The funding requested will enable them to support 30 organisations across London over the three years, on an upwards trajectory. The value of the charity's work is clear from the publicly available reports for each organisation they have supported over nine years. The amount recommended is lower than that requested due to the significant amount of funding the charity has secured as far as 2021.

£150,000 over three years (£30,000, £50,000, £70,000) for associated project costs to support charitable organisations providing services for Londoners.

Funding History

Meeting Date	Decision
12/01/2012	£22,500 over three years (£6,000; £7,500; £9,000) towards the costs of fifteen projects with a London-focus.

Background and detail of proposal

The charity is the only organisation in the UK to provide dedicated pro bono professionally skilled economist volunteers to undertake impact analysis projects in charities. The support offered by PBE is tailored to each individual organisation. Sometimes its support simply involves a conversation to help the organisation better understand the challenges and complexities of estimating their impact. In some cases, a charity may not have enough data, the right data, or data over a long

enough period to support an economic analysis. PBE volunteers work with organisations to identify what data is needed and potentially move onto a more advanced project. For many charities with good data, PBE provide a full economic analysis with robust assessments of their value and impact. Using national datasets, the charity analyses the scale of an existing problem and provides economic evidence and arguments to support an organisation's cause or position.

All projects involve a thorough process of quality assurance as they are monitored by PBE's team of economic associates and in-house chief economist. The charity also carries out post-completion review with each organisation within one month of the project completing and a follow-up review after six months. This helps PBE track the benefit of its service and ensure feedback is collected for the ongoing improvement of its work. Currently PBE complete around 30 projects each year. This helps organisations attract funding, provides evidence for their activities and improve their programme delivery. PBE also uses the knowledge derived from each project to support its advocacy and policy work. The charity also aims to improve its impact management practice via its open-source knowledge base which holds the reports of each completed project for charities and funders to access.

Financial Information

The charity's aspiration to scale up operations and services in response to demand for its work from the wider sector is reflected in the figures below. The increase in income is matched by increasing costs which reflect a significant capacity building programme in the charity. Significant multi-year grant funding has been secured for this growth. Investments have been made in key functional roles to enable future growth and sustainability. PBE's trustees are due to review the reserves policy in July 2018 and the senior management team has advised its recommendation to the board will be to set the reserves target as a range between three to six months of operating expenditure.

Year end as at 31 December	2017 Examined Accounts £	2018 Forecast £	2019 Budget £
Income & expenditure:			
Income	282,198	831,150	980,000
- % of Income confirmed as at 23/05/2018	n/a	71%	62%
Expenditure	(417,408)	(679,449)	(914,422)
Total surplus/(deficit)	(135,210)	151,701	65,578
Split between:			
- Restricted surplus/(deficit)	5,000	0	14,870
- Unrestricted surplus/(deficit)	(140,210)	151,701	50,708
	(135,210)	151,701	65,578
Cost of Raising Funds	18,524	75,000	76,500
- % of Income	6.6%	9.0%	7.8%
Operating expenditure (unrestricted funds)	396,408	679,449	754,422
Free unrestricted reserves:			
Free unrestricted reserves held at year end	140,019	291,720	342,428
No of months of operating expenditure	4.2	5.2	5.4
Reserves policy target	198,204	339,725	377,211
No of months of operating expenditure	6.0	6.0	6.0
Free reserves over/(under) target	(58,185)	(48,005)	(34,783)

Committee	Dated:
City Bridge Trust	6 th July 2018
Subject: Applications recommended for rejection	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Decision
Report author: Ciaran Rafferty, Principal Grants Officer	

Summary

This report and the accompanying schedule outlines a total of 22 grant applications that, for the reasons 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 22 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.

Ciaran Rafferty
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CBT Recommended for Rejection

The City Bridge Trust Committee – 6th July 2018

Summary of Recommendations for Rejection - Investing in Londoners

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested	Officer & Area
<u>English for Speakers of Other Languages</u>					
October 2017	14320 JAN Trust	Providing marginalised Black, Asian, minority ethnic, refugee and Muslim women with English language (ESOL), IT Skills, and wide range of support services at JAN Trust.	Despite the organisation delivering valued ESOL work, there were concerns around how the organisation currently accounts for its funds that were not resolved at application stage.	£99,537	JGC Haringey
<i>Total English for Speakers of Other Languages (1 item)</i>				£99,537	
<u>Improving London's Environment</u>					
April 2018	14598 Campaign to Protect Rural England (London)	To explore the extent, characteristics and benefits of the tranquillity of London's public spaces and the potential for improvement	A poorly presented application, providing conflicting information. The project described would not meet your priorities, but the funds requested are for general costs. The organisation has more than one year's worth of income in free reserves.	£12,000	CR Islington
<i>Total Improving London's Environment (1 item)</i>				£12,000	

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested	Officer & Area
<u>Improving Londoners' Mental Health</u>					
March 2018	14565 Achieving for Children Community Interest Company	To provide parents in deprived communities with the skills to address their children's behavioural issues to avoid negative mental health outcomes in adulthood.	This organisation has been established to run the statutory services of three local authorities, with 100% of its recent funding being from statutory sources. One of the local authorities is outside London. It would be unwise for the Trust to fund this proposal given the likely crossover with statutory functions and of working with non-London beneficiaries.	£107,278	CR Richmond
May 2018	14717 Forest Farm Peace Garden	To provide a structured Ecotherapy Programme of nature-based wellbeing activities at our therapeutic garden for adults experiencing mental health recovery needs.	This application does not sufficiently meet your outcomes under Improving Londoners' Mental Health. In addition, it is seeking a core grant to help it set a balanced budget. Free reserves are very low.	£85,844	JXM Redbridge
April 2018	14649 One Housing Group	To support young people newly diagnosed with mental health issues, develop to their fullest potential as well as supporting these young people with their families.	Application is from a major, non-specialist, housing provider with income of £208m and significant free reserves. The project is principally for its own residents (and some staff); it therefore does not meet your priorities.	£167,745	CR Camden
May 2018	14735 Teens and Toddlers UK Ltd	Delivery of a targeted intervention programme for young teenage BAME women with mental health difficulties living in Hackney and surrounding boroughs.	The focus of this bid and its proposed outcomes are not a close fit to your programme Improving Londoners' Mental Health. Furthermore, the applicant is not a specialist mental health provider.	£150,606	JXM Southwark
<i>Total Improving Londoners' Mental Health (4 items)</i>				£511,473	

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested	Officer & Area
<u>Making London More Inclusive</u>					
May 2018	14725 LIFT	LIFT will champion inclusivity through meaningful opportunities for disabled Londoners to participate creatively, nurturing outstanding disabled artists, changing perceptions and becoming a more inclusive organisation	Most recent accounts show negative free reserves held at the year end, whilst the budget for 2018/19 forecasts a similar situation at the end of the current year, whilst their reserves policy is weak.	£80,000	CR Tower Hamlets
April 2018	14602 Matt's Gallery	We are working with architects to design the interior fit out of our new gallery and would like to commission an access design appraisal.	Currently the systems in place for financial governance are short of what we'd expect. Although the organisation will address these in the near future, a grant cannot be advised at this point in time.	£1,440	KAM Southwark
April 2018	14640 Spinal Injuries Association	London Meet-Ups for spinal cord injured people who are newly injured or have a long-term injury and are socially isolated and/or lack confidence.	The organisation has £1.2m in unrestricted reserves, equivalent to more than six months' income, so could support this proposal from its own funds.	£7,961	CR Outside London
May 2018	14677 Steam Industry Free Theatre Ltd	To provide a captioned performance, audio-described performance and relaxed performance and workshops for members of the disabled community.	The proposal is not to support disabled people's active participation and therefore does not meet your criteria for funding.	£2,330	CR Westminster
January 2018	14519 U Can Do I.T.	Ensure 150 Londoners with newly acquired or diagnosed disabilities to gain choice and control over their lives through the provision of dedicated home computer training.	According to the organisation's website, it is no longer a going concern and is closing.	£90,000	JGC Wandsworth
<i>Total Making London More Inclusive (5 items)</i>				£181,731	

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested	Officer & Area
<u>Making London Safer</u>					
May 2018	14688 UKLFI Charitable Trust	We request part funding of the administration and staffing of UKLFI Charitable Trust, which aims to promote racial harmony.	The applicant has provided insufficient evidence of benefit and impact in relation to your specific priority of London victims of Hate Crime, under the "Making London Safer" programme. Further, with 50% of proposed expenditure attributed to the salary of the seconded CEO, the project does not represent value for money.	£66,000	JXM Camden
<i>Total Making London Safer (1 item)</i>				£66,000	
<u>Older Londoners</u>					
April 2018	14599 Hotline Meals Services	Funding will enable us to provide nutritious freshly-cooked meals and befriending visits to frail and elderly people aged 75+ who suffer from Alzheimer's or Dementia.	The specific proposal is for funds to buy food for older people and as such does not meet your priorities.	£70,319	LXB Hackney
March 2018	14583 Royal Air Force Benevolent Fund	Meeting the top welfare needs of older RAF veterans and dependants in London - self-care, mobility, and loneliness and social isolation.	Most of the specific funds requested would not meet your priorities (e.g. some are for personal financial assistance), whilst the charity has sufficient free reserves available (£67m) to support these costs from its own resources.	£15,000	CR Westminster
<i>Total Older Londoners (2 items)</i>				£85,319	

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested	Officer & Area
<u>Reducing Poverty</u>					
April 2018	14673 NLP Sports Community C.I.C	Football Coaching Course For Young People from Deprived Backgrounds in Newham.	The proposal does not meet your priorities as it is for football coaching for the general community. You do not fund access to sports for which significant governing body funding is available.	£15,000	CR Newham
April 2018	14580 The Vineyard Community Centre	Part funding of our emergency services to enable vulnerable, mostly homeless and hungry people to receive food and other basic needs and move beyond crisis.	The job descriptions to which you are asked to contribute includes a requirement connected with the promotion of religion, thus being restrictive and is therefore ineligible for funding.	£164,841	SFJ Richmond
April 2018	14585 Transform Housing & Support	To provide high-quality temporary accommodation with housing management for homeless and vulnerable families referred to us by the London Borough of Sutton.	The applicant is seeking general capital funds to provide temporary accommodation for use by Sutton Council's Homeless Unit. As such, the request falls outside your funding programmes under Investing in Londoners.	£60,000	JXM Outside London
<i>Total Reducing Poverty (3 items)</i>				£239,841	
<u>Resettlement and Rehabilitation of Offenders</u>					
March 2018	14560 Osmani Trust	To successfully rehabilitate Black, Asian & Muslim ex-offenders from Tower Hamlets who are persistent re-offenders through mentoring, by addressing multiple needs and creating support structures.	The application does not provide sufficient evidence of expertise or track record in delivering services for the resettlement and rehabilitation of offenders.	£147,978	KAM Tower Hamlets
<i>Total Resettlement and Rehabilitation of Offenders (1 item)</i>				£147,978	

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested	Officer & Area
<u>Strengthening London's Voluntary Sector</u>					
November 2017	14393 Charity IT Association	To help small/medium London charities to gain the maximum benefit from their IT policies, operations and decisions.	A newly constituted organisation in a transitional stage of development. Any grant made would be high risk and the organisation has not demonstrated that they have the systems in place to effectively manage this.	£298,449	JGC City
April 2018	14663 Hands On London	The growing popularity of HandsOn London's unique approach to volunteering has outstripped our capacity. We are requesting seed funding to further develop services.	Outcomes too similar to previous grant which was reported on in Jan 2017. This application is therefore not eligible until January 2020.	£105,000	KAM Tower Hamlets
May 2018	14720 Holy Mission Guru Nanak	To implement strategic management of sustainability to pursue environmental and social as well as economic sustainability.	Organisation is ineligible for this programme area. It also holds one year's worth of income in free reserves which would enable it to fund this work from its own reserves.	£94,509	CR Barnet
February 2018	14510 YLC Ltd	A VCSE sector support programme building the skills, advocacy, networking, resource sharing and collaborative working of Lambeth based youth early intervention and play service providers.	The application has not been well made, with a request to fund work areas and subsequent outcomes which do not fall within the programme's purpose.	£211,069	JXM Lambeth
<i>Total Strengthening London's Voluntary Sector (4 items)</i>				£709,027	
Grand Totals (22 items)				£2,052,906	

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Committee	Dated:
City Bridge Trust	6 th July 2018
Subject: Stepping Stones applications rejected under delegated authority	Public
Report of: Chief Grants Officer and Director of City Bridge Trust (CGO)	For Information
Report author: Tim Wilson, Principal Grants & Social Investment Officer	

Summary

This report and the accompanying schedule outlines a total of 16 Stepping Stones grant applications rejected under delegated authority by the Chief Grants Officer in consultation with the Chairman and Deputy Chairman at first stage of application.

Recommendation

Members are asked to note the report.

Main Report

1. Stepping Stones has a two-stage application process. For those who are unsuccessful, applications are rejected with a letter from the Trust and the offer of feedback. In previous rounds, and following Committee's agreement in January 2015, City Bridge Trust have tried not to keep the unsuccessful applicants waiting for a decision on their proposal. To this end, the Committee gave delegated authority to the Chief Grants Officer in consultation with the Chairman and Deputy Chairman to approve rejection recommendations.
2. Sixteen applications have been rejected in the current round of Stepping Stones and they are listed 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. Copies of these application forms are available to view in the Members' Reading Room.
3. Shortlisted organisations are asked to provide full proposals for consideration at pitching meetings at UBS in mid-July. Recommendations for approval will be discussed by a panel involving the Chairman, Deputy Chairman and a UBS representative in September and be reported to your November meeting.

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Stepping Stones – Round 5

Summary of Recommendations for Rejection during Stage 1

Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
<u>Stepping Stones</u>				
14766 Belarus Free Theatre	To upgrade BFT's financial management and business planning capacity to ensure 'investment readiness' to successfully manage a new international arts-centre opening in 2021.	A refugee-led campaigning theatre which has won a bid to manage a new arts venue on the Isle of Dogs as part of the Crossharbour regeneration plan. Whilst the application proposes Stepping Stones to improve financial and business operations, and buy consultancy support, plans are not sufficiently well developed to make a case for support.	£48,360	TW Lambeth
14695 British Youth Council	To build on our seventy-year history and realise our new three-year strategy, becoming a more entrepreneurial, operationally creative and resilient youth council for the future.	The applicant wishes to re-start and scale up its consulting services, develop an M&E strategy and review its membership offer. There is no obvious connection between the proposed work and an investigation of social investment, nor is it clear how social investment might be used. Overall, the proposal lacks sufficient detail to be taken to the next stage.	£48,500	TW Hackney

Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
14746 CLARITY - Employment for Blind People	To build internal 'employment services' capacity and social impact reporting capacity so that CLARITY can apply for financial investments to secure differentiated income streams.	An organisation delivering employment support and employment opportunities to visually impaired people. The proposal seeks Stepping Stones funding to develop employment services, capacity and impact reporting with a view to replacing an anticipated scale down in statutory funding. Whilst the proposal mentions the possible use of social investment there is little clarity what this might be used for. The detailed proposal adds very little to what is in the main application form, and the organisation currently holds unrestricted reserves significantly above target which indicates the work could be self-funded.	£45,500	TW Waltham Forest
14777 Energy Local	Develop business case and operational model to work in partnership to develop Energy Local with London based partner organisations.	A Wales-based organisation focusing on community energy clubs to lower household energy costs through community negotiation with suppliers. The proposal seeks funding to develop an Energy Local scheme with London-based partners. Stepping Stones would be used to develop a regional structure for replication elsewhere. It is not clear there is any role for social investment in their development plans, and whilst the proposed social benefit is strong it is not clear this is a relevant application given the aims of the Stepping Stones Fund.	£19,400	TW Outside London

Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
14747 Foundation for Women's Health Research and Development - FORWARD	We will develop our capacity and readiness to scale up our work and deliver services and programmes that meet better the needs of our beneficiaries	The application is a clear fit with the organisation's strategic goals, but whilst the applicant is a very well-regarded organisation, there is no role for social investment here. The proposal is a request for general capacity building which falls outside the purpose of the Stepping Stones Fund.	£48,720	TW Hammersmith & Fulham
14748 Goldfinger Factory One C.I.C.	We need support to upgrade our site to accommodate more tools, more artisans and more trainees by expanding our academy and workshop.	A registered CIC based at foot of Trellick Tower offering bespoke furniture and interiors, skills training for artisans and artisans in the making. The organisation wishes to upgrade its site to offer more training space. This is essentially a capital request and part of a larger funding proposal since the cost of work exceeds the request to Stepping Stones. The proposal does not make a clear fit with Stepping Stones or with social investment.	£28,000	TW Kensington & Chelsea
14774 Her Centre Limited	To pilot fund our advice hub and fair food cafe	A women-focused and women-led organisation tackling domestic and sexual abuse. Her Centre wishes to pilot an advice hub and fair food café. Whilst the social impact of the training and advice hub are clear (and the social benefit of the cafe also appears strong), there's no obvious connection to social investment here, or to the aims of Stepping Stones Fund.	£45,000	TW Greenwich

Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
14751 Journey of Hope CIC	We are seeking funding to enable Journey of Hope to rigorously evaluate the impact of our services, its replicability and to increase its market.	A community based suicide prevention service wishing to evaluate the impact of its services with a view to expansion (most likely through health commissioners). The organisation is too recently established and small to be considering social investment and, in any case, social investment does not form part of the funding request. This is essentially a request that falls outside the scope of the Stepping Stones Fund even though the organisation's work is of high importance.	£24,000	TW Kensington & Chelsea
14754 Merton Voluntary Service Council	Capacity building in business planning, cost analysis, marketing and social value measurement to explore social investment approaches that will support our work and mission.	Funds are requested for business planning, cost analysis and marketing towards MVSC's Fayre and Square employability service for disabled people. The applicant does not provide a persuasive case that social investment is a fundamental part of its thinking for the future, so the proposal is instead a (well presented) request for general business support which is outside the scope of Stepping Stones.	£35,880	TW Merton

Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
14755 Money A+E UK Community Interest Company	To get expert advice and recruit a director to support with the piloting of housing, accredited training and practical work experience for our service users.	A money advice and education organisation focusing on BAME and socially excluded communities. The application is hard to follow and the nature of the request to Stepping Stones is unclear. There is little detail in the proposal to describe the services they wish to focus on or what sort of investment may be needed. The applicant did not submit a more detailed proposal along with the grant application, so any supplementary supporting case material must be interpreted from a lengthy and organisation-wide business plan - this does not help determine what Stepping Stones would be used for.	£40,000	TW Newham
14776 Root Camp Foundation	We are looking to hire an education outreach coordinator to maintain and develop contacts in the education sector, e.g. schools, colleges (catering colleges) and universities.	An organisation encouraging young people to lead healthier and more independent lives through teaching cookery skills and managing food budgets. The route to scaling and investment is insufficiently clear. It is unclear why social investment would be the right approach compared with a lower risk strategy of gradual growth and steady improvements in turnover and margins.	£19,320	TW Southwark

Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
14760 The Community Channel	To pilot a major new membership drive for Together across London, increasing our social impact and financial sustainability, and making us ready for social investment.	The applicant wants to undertake a major membership drive with a view to enhancing its financial sustainability and social investment readiness. From the proposal received, it is difficult to see why the organisation would consider social investment if they can make a success of the suggested contributor model and sustain operations through regular giving rather than debt. The study they propose is London-focused but it would most likely be preferable for them to look UK-wide.	£40,000	TW Islington
14761 The Philosophy Foundation	Developing a new revenue streams to support TPF's core work with disadvantaged pupils and communities through training and development for Corporate Clients, and sponsorship opportunities.	An organisation facilitating philosophical enquiry in schools, learning communities and workplaces, it now wishes to develop new revenue streams to support growth in face of cuts to education budgets. The link to social investment is not sufficiently well made in this application, and it is unclear why they would not pursue growth through reinvestment of surplus.	£49,861	TW Lewisham
14773 We Are Stronger Charity	To fully fulfil our anti-bullying mission	An ineligible application because the organisation does not yet have a year's worth of examined accounts. Apart from this the link between the proposed work and social investment is insufficiently clear.	£39,200	TW Kensington & Chelsea

Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
14764 Why me? Victims for Restorative Justice	To build the organisation's business, finance and impact measurement skills in order to develop a business plan, test products and services and become investment ready	An application from a restorative justice specialist wishing to use Stepping Stones Finance to develop business operations and marketing capability as well as enhancing social impact measurement. The link with social investment is insufficiently clear, and based on this application there is no obvious need for borrowing or other third party finance compared to a lower risk strategy of generating and re-investing surplus.	£25,476	TW Southwark
14768 Youth Justice Legal Centre	To employ a Traded Income Development Manager who will upskill JfKL to explore possible social investment models for our training packages for youth practitioners.	A community based legal representation and advocacy centre for children and young people, that wishes to employ a Development Manager to increase their training offer and generate more revenue. There is only brief mention of the possible role social investment might play and this isn't worked through in sufficient detail.	£49,200	TW Islington
<i>Total Stepping Stones (16 items)</i>			£606,417	
Grand Totals (16 items)			£606,417	

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Committee	Dated:
City Bridge Trust	6 th July 2018
Subject: Funds approved under delegated authority	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Information
Report author: Ciaran Rafferty, Principal Grants Officer	

Summary

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

Recommendation

Members are asked to:

- Receive this report and note its contents

Main Report

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

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

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

Requests <£10K

Local Trust

(Approved 11/5/2018)

£2,000 towards development of an outline case and underlying principles of a Community Wealth Fund.

Multiple System Atrophy Trust

(Approved 14/6/2018)

£2,000 (5 days x £400) to undertake an eco-audit.

Community Centre for Refugees from Vietnam, Laos and Cambodia
(Approved 15/6/2018)

£2,500 to meet the cost of an access audit along with the provision of a half-day disability awareness training course for staff and trustees.

Caryl Jenner Productions
(Approved 15/6/2018)

£2,880 to meet the cost of an access audit.

KH Theatre Limited
(Approved 24/5/2018)

£3,140 towards an access audit; consultation with stakeholders and staff training.

Requests £25K - £50K

Thames Explorer Trust
(Approved 25/4/2018)

£29,720 over three years (£9,944, £18,776, £1,000) towards costs of developing, designing and delivering 3 self-guided walking trails to improve Londoners' knowledge and understanding of the River Thames environment and the importance of maintaining its ecological quality and heritage.

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
July 2018	12,520	5	0	0	29,720	1
Total for year to date	20,486	9	0	0	29,720	1

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Committee	Dated:
City Bridge Trust	6 th July 2018
Subject: Withdrawn & Lapsed applications	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Information
Report author: Ciaran Rafferty, Principal Grants Officer	

Summary

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

Recommendation

Members are asked to:

- Receive this report and note its contents

Main Report

Organisation

Purpose of Request

Withdrawn Applications:

Friends of Abbey Gardens

To cover the part time salary for a garden leader, to sustain a successful community garden, and develop a business plan for cafe on site.

- The applicant decided to withdraw as it was felt that an application to the Small Grants programme would be more appropriate.

Irish Elderly Advice Network

We are seeking funding to support our work delivering Welfare and Cultural projects for older people across London.

- As the project changed significantly during assessment, the applicant decided to withdraw the application and will re-apply under our new programme.

Money A+E UK Community Interest Company	<p>To provide an Advice Quality Standard, benefits, debt advice and money guidance service to people experiencing financial hardship from disadvantaged communities in London.</p> <p><i>- The applicant decided to withdraw with a view to submitting a revised application under Bridging Divides.</i></p>
National Association of Child Contact Centres	<p>To improve the knowledge and understanding of mental health amongst volunteers to be better able to support children going through the separation process.</p> <p><i>- The applicant decided to withdraw their application, with a view to submitting a more suitable one to Bridging Divides.</i></p>
Philanthropy Impact	<p>Increase philanthropic giving by (U)HNWI by at least £750M annually by preparing professional advisers to encourage and support their clients on their philanthropic journey.</p> <p><i>- Application withdrawn as it does not demonstrate how it meets any of the CBT outcomes under your Strengthening the Voluntary Sector programme. The applicant has been advised to watch the CBT website for the launch of the Philanthropy Strategy.</i></p>
Redbridge CVS	<p>We seek to recruit and employ a development worker who can help local voluntary organisations to improve their volunteer management and impact reporting.</p> <p><i>- The applicant decided to withdraw their proposal in order to develop a new one that is less focused on topping up other funding.</i></p>
St Leonard, Streatham	<p>To make our building more accessible to under-represented groups who want the space St Leonard's offered for worship, meetings, events and celebration.</p> <p><i>- The applicant has withdrawn their application, with a view to re-submitting at a later date.</i></p>

Trussell Trust
14316

Supporting 39 London foodbanks to deliver emergency food relief and other help (including 'More Than Food' initiatives) to those in crisis and going hungry.

- The organisation has undergone recent restructure work which resulted in their application needing to change significantly.

Lapsed Applications

Islington People's Rights

Provide specialist welfare and debt advice and appropriate referrals to ensure Islington residents have the advice and support needed to alleviate poverty.

- The applicant did not respond to requests for missing information required to complete the assessment, despite being reminded.

Withdrawn Applications:	8
Lapsed Applications:	1

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Committee	Dated:
City Bridge Trust	6 th July 2018
Subject: Variations to grants/funds awarded	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Information
Report author: Ciaran Rafferty, Principal Grants Officer	

Summary

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

Recommendation

Members are asked to:

- Receive this report and note its contents

Main Report

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

Friends R Us

In November 2014 you agreed a grant of £100,000 for disabled access works as part of a major refurbishment of Beth Jacob House. The grant was conditional on securing funding from the Big Lottery. The organisation has been unable to secure the necessary funds to proceed with the refurbishment so the grant has been revoked.

West Ham Park Charitable Trust

WHPCT received funding of £123,000 over two years in October 2012 as part of your Growing Localities programme. The project was a consortium of organisations where WHPCT was the lead. The project ended in early 2015 with an underspend of £7,047 which has now been revoked.

City Bridge Trust/Lord Mayor's Show

An allocation of £29,227 was agreed by Committee in June 2013 for the Trust and partner charities to take part in the 2013 Lord Mayor's Show. £2,007 of that sum was unused so has now been revoked.

City Bridge Trust/Champollion

£4,950 was agreed by Committee in January 2014 to commission Champollion to complete the Parklife London website. In the event only £4,000 of this sum was used so the balance of £950 has been revoked.

London Voluntary Service Council

In May 2017 £50,000 was awarded to LVSC as part of your Bridge Fund initiative. The organisation went into voluntary liquidation at the end of September 2017 meaning that the final two instalments, totalling £20,000 were not required and were written back.

St Leonard, Streatham

The above received a grant of £4,750 for an access audit in September 2017. The eventual cost of the audit was £3,024 so the balance of £1,726 was revoked.

Various unused balances

Following a "clean-up" of the database and reconciliation with payment records there have been a number of small sums unused within individual grants awarded for small items of expenditure - such as eco-audits, etc. The total sum of these unused balances which can now be written back is £60,455 across approximately 50 grants.

Ciaran Rafferty

Principal Grants Officer

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Committee	Dated:
City Bridge Trust	6 th July 2018
Subject: Report on Learning visits	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Information
Report author: Jemma Grieve Combes, Grants Officer	

Summary

This report introduces reports from learning visits to Child Bereavement UK and Solace Women's Aid.

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. Child Bereavement UK supported under your programme for "Improving Londoners' Mental Health" which provides bereavement support in Newham.
 - b. Solace Women's Aid under your programme "Improving Londoners' Mental Health" which provides specialist support for children and young people affected by domestic abuse.

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LEARNING VISIT REPORT
Child Bereavement UK 12777

1.1 Date of visit: 10/10/2017	1.2 Name of visiting Grants Officer: Geraldine Page, Grants Officer Lily Brandhorst, Grants Administrator Nadia Large, Business Apprentice	1.3 People met with: RM, PS, AD
1.4 Programme Area & Outcomes: Improving Londoners' Mental Health More children and young people receiving specialist help, resulting in improved mental health		
1.5 Purpose of the award: £103,000 over 3 years for the salary and on-costs of a f/t Bereavement Support Team Lead in Newham.		
MONITORING INFORMATION		
2.1 Project Outcome 1: Improved Communication: 360 children and young people in Newham, bereaved of a parent or sibling or someone close to them, will be given skilled bereavement support Progress made: In the last year 106 new referrals for support were received, a 179% increase from the previous year. 125 adults and 151 children accessed support. A total of 931 hours of support were given, with 447 hours being given to adults and 484 hours to children and young people.		
2.2 Project Outcome 2: Confidence and Resilience in Grief: 360 children and young people in Newham will access knowledge and understanding through bereavement support Progress made: Due to the confidential and personal nature of the bereavement support provided, and the turmoil facing families, it can be difficult obtaining information about the difference support has made. CBUK therefore uses a range of methods including evaluation forms, case notes and feedback given. Recent Evaluation has found that CBUK's work in Newham has had a positive effect.		
2.3 Project Outcome 3: Reduced Isolation: 60 children will attend a Children and Young People's Support Group (for 4-11 year olds) and 24 young people will have attended a Young People's Advisory Group Progress made: The team has reviewed the way support is given as the established national model presented challenges. They are now focussing on small events to build relationships between young people. In February, they attended a theatre performance about bereavement and grief called Thrive. Afterwards they spent time hearing the cast's experiences and asking questions.		
2.4 Project Outcome 4: Improved parenting/carer skills resulting in improved lives for children and young people: 275 bereaved families in Newham will have attended support activity. Progress made: The families from the first group have continued to support each other, meeting up in June and August. One parent said, "It's good to have that shared sense of loss".		
2.5 Project Outcome 5: Improved Community and Educational Awareness: CBUK		

will provide awareness-raising, training, advice and support to at least 70 local schools, colleges and community groups resulting in greater confidence for teachers and other professionals working with bereaved children and young people.

Progress made: There has been some success in working with local schools with 16 referrals made following communication with school staff. Attendance at the Newham College event raised awareness of CBUK and led to 2 referrals. A strong relationship has been formed with Langdon Academy and support is being offered to pupils and families from within the school.

GRANT OFFICER COMMENTS

Initially the project was slow to get off the ground and was below targets in year 1. Now in year 2 it has built its reputation and is becoming a household name. A Royal visit in January received significant media coverage both locally, nationally and internationally. Your officer was impressed with how the organisation has built up the service and the standard of care it gives to its service users. It is an essential service to those who need it under very difficult circumstances. Your grant has enabled CBUK to secure further funding and expand the service to West London. Some key learnings from the Newham project include:

- **Working in areas of deprivation:** families who have complex or multiple needs struggle to engage with the support available from Child Bereavement UK. Often grief is suppressed to focus on other key areas linked to deprivation; food, schooling, seeking benefits. This can affect their ability to seek support. Families often find it hard to get to the Centre and the Newham team often spends more time supporting people by telephone because of this. Newham also has great diversity, with a considerable number of different languages spoken; this adds greater challenges in the provision of training, support and information.
- **Family Engagement:** Due to the complexity of family situations in Newham, families take longer to engage with the service and confirm appointments. Offering telephone support as well as offering support in other venues (schools, homes) as an alternative to travelling to the Centre, is encouraging more people to access support. The team is currently exploring other possibilities to reach and engage with families. These include more involvement with community centres and libraries.
- **Awareness and Referrals:** There is a direct correlation between referral numbers and community awareness. Since the appointment of a Communications and Fundraiser Officer the activity in the community has increased. A higher number of local organisations have agreed to raise awareness and signpost people to the service. This has in turn led to a 179% increase in new referrals.

Following the attack in London Bridge, Child Bereavement UK responded quickly to provide a Bereavement Awareness study day in East London. The training provided key support and guidance to professionals in the area who were anxious about having the answers to questions and the confidence to provide support to the children in their care.

LEARNING VISIT REPORT
Solace Women's Aid 12614

1.1 Date of visit: 12/07/2017	1.2 Name of visiting Grants Officer: Shegufta Rahman	1.3 People met with: Sandjea Green – Senior Manager
1.4 Programme Area & Outcomes: Improving Londoners' Mental Health Improving Londoners' Mental Health\More children and young people receiving specialist help, resulting in improved mental health Making London Safer\More survivors of domestic violence accessing good quality support services that help them to improve their safety, health and well-being		
1.5 Purpose of the award: £98,200 over two years (£49,100 x 2) towards the salary and associated running costs of a full-time Children and Family Support Services Manager working with children and young people affected by domestic violence		
MONITORING INFORMATION		
2.1 Project Outcome 1: Each year 90% of the children and young people (aged 0-21) affected by domestic and/or sexual violence accessing specialist services improve their mental health through engagement with a family support service at Solace Women's Aid. Progress made: Over two years of delivery, the charity reports that 100% of children and young people showed improved mental health as a result of accessing specialist services in this project.		
2.2 Project Outcome 2: Each year 90% of children and young people (aged 5-21) affected by domestic and/or sexual violence accessing our services increase their understanding of the impact of abuse on their mental health through engagement with a family support service at Solace Women's Aid. Progress made: 98% of children and young people said they had increased their understanding of the impact of abuse on their mental health through engagement with the family support services at the charity.		
2.3 Project Outcome 3: Each year 90% of mothers accessing specialist parenting support increase their knowledge of the impact of domestic and/or sexual violence on their child's mental health through engagement with a family support service at Solace Women's Aid. Progress made: 98% of mothers report that they had increased knowledge, skills and ability to support their children to recover from the impact of domestic violence on their child's mental health and help them avoid poor mental health in the future.		
2.4 Project Outcome 4: Each year 100% of Practitioners improve their knowledge of children's safeguarding		

in the context of domestic and sexual violence through attending specialist training sessions at Solace Women's Aid.

Progress made:

100% of practitioners fed back via training evaluations that they had improved their knowledge of children's safeguarding in the context of domestic/sexual violence through attending the specialist training sessions.

2.5 Project Outcome 5:

90% of the young people participating in our schools and community programme increase their understanding of domestic and sexual violence issues.

Progress made:

98% of young people engaged through schools and community programmes reported an increase in their understanding of domestic and sexual violence issues.

GRANT OFFICER COMMENTS

The charity has exceeded each of its targets for both outputs and outcomes on this project. In total, 613 children and young people attended individual sessions in a safe setting with a specialist worker, which included play therapy, arts therapy, and 1to1 support with referrals coming through schools, colleges, youth and community settings, and hospitals. 517 children and young people engaged in sessions within the refuge setting to enable them to understand the impact of abuse is not their fault; to help them understand healthy relationships, power and control dynamics; and to recognise earlier signs of abusive/controlling behaviours and what to do to get help and support. Over 471 mothers affected by domestic violence participated in specialist parenting sessions to increase their understanding of the impact of domestic violence on their children's health and improve their parenting skills and capacity in the immediate and long-term future. This included eight-week programmes working with mothers, and three to six-week programmes working with mothers and their children. Comprehensive training was provided to 85 practitioners by the charity, and an additional 39 staff members attended external children's safeguarding training delivered by their Local Safeguarding Children's Boards within the boroughs they are located to ensure they know relevant local expectations and pathways for referrals. Through its prevention work, the charity engaged over 2,500 young people through sessions delivered in 35 new settings across Barnet, Brent, Camden, Enfield, Haringey, Hackney, Islington, Redbridge, Southwark, and Waltham Forest.

What has been interesting are the changes the charity has made to the role you have funded over the two-year period. Initially the role was anticipated for the provision of generic children and young people's services, and as a women's organisation, provided support to children impacted by domestic and/or sexual abuse. But harmful practices, sexual abuse, and child sexual exploitation have all changed. Specific specialist services were needed to be developed in response to these changes. The narrative has changed dramatically; children are more vulnerable and susceptible to these issues. CAMHS and social services are unable

to meet demand. An ever-increasing number of children do not meet the threshold of need. Therefore this role needed to change and adapt within children and young people, particularly from a child setting background, with a focus on safeguarding and specialities. Changes were made in the skill-set required of this role and since these changes have been implemented, there has been success not just in the delivery of this specialist support, but also in securing funding from other funders. The charity has delivered a pilot project with MOPAC which employed three frontline members of staff in four major trauma centres in London and formed partnerships with organisations tackling both youth violence and violence against women and girls. MOPAC funding has been extended through to 2020, and Children in Need funding ended in November 2016. All of this work has enabled the charity to evidence the significant gap between CAMHS and what is available through the sector. In each project delivered, the number of children supported has exceeded initial targets, demonstrating the clear need for this specialist support. The outcomes data has further evidenced the effectiveness of the support that has been on offer.

The charity reported that whilst overall the service has been hugely successful in meeting its intended outcomes, developing and managing the changes has been tough. Creating quality frameworks around safeguarding, outputs and outcomes has helped. But the nature of the work is such that keep services relevant, accessible and effective is critical to the success of the charity's work. Funding from City Bridge Trust has been instrumental in refining these, which has then supported further successful applications for funding and new partnerships enabling growth in provisions across multiple boroughs.

Committee	Dated:
City Bridge Trust Committee	6 th July 2018
Subject: City Bridge Trust Communications & Events attended	Public
Report of: The Chief Grants Officer & Director of City Bridge Trust (CGO)	For Information
Report author: Martin Hall, Communications Manager	

Summary

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

Recommendation

Members are asked to:

- Receive the report and note its contents.

Main Report

Key Audience Group Reporting

1. Appendix 1 reports communications activity between 19/04/18 and 20/06/18 against each of the four key audiences identified in your Communications Strategy. This shows continued good levels of engagement against all four audiences.

Bridging Divides Launch

2. On Monday 23rd April your Officers launched the Trust's new Bridging Divides grant programmes. This was accompanied by extensive press & social media work, including articles in trade publications Fundraising Magazine, Charity Today & London Economic, and interviews on BBC London Radio.
3. The result was a clear spike in people accessing the Trust's website, with over 650 users on the launch day, which is over twice the daily average. In addition, the tweet announcing the launch of Bridging Divides received over 70 retweets, resulting in over 20,000 impressions, of which 730 users went on to visit the Trust's website.
4. Since the launch, your Officers have continued to promote the new programmes through funding presentations, whilst Chairman Alison Gowman

spoke recently about the new Bridging Divides programmes at a City of London Staff Masterclass.

Media Activity

5. 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 Down's Syndrome Association and Baobab Centre for Young Refugees. In addition, there were several pieces on the work of The Prince's Trust which recognised your significant support of £1m per annum.

External Events Register

6. In addition to the Chief Officer's visit to New York accompanying the Lord Mayor, referred to in the CGO Progress Report, a wide range of events were attended on behalf of the Trust during this period. These included several other meetings related to philanthropy, including a meeting with the UK Program Director of Unbound Philanthropy, and organisation which works to support refugees & migrants in the UK and USA; and a meeting with The Philanthropy Collaborative, an organisation which seeks to generate an additional £2 billion per year of philanthropic giving.
7. A full list of external events attended by officers and Members on behalf of the Trust can be found at Appendix 3.

Martin Hall

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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"> BBC Radio London City Matters Evening Standard FT special report InFocus News Islington Gazette London Post Pink News Southwark News The Voice Online 	<p>CBT Twitter:</p> <ul style="list-style-type: none"> 5,826 followers (up by 212 since last meeting) 130.3K impressions* between 19/04/18 & 20/06/18 <p>CBT Website:</p> <ul style="list-style-type: none"> 8,511 users 14,468 sessions
Regulators & politicians	<ul style="list-style-type: none"> Centre for Justice Meeting Charity Commission Discussion meeting Charity Finance Group Annual Conference Charity Tax Group Annual Conference Heart of the City Advisory Board House of Commons Reception London Funders Launch The Prince's Trust Inaugural Mosaic Iftar Event 	<ul style="list-style-type: none"> Financial News Global Financial Market Review London Economic 	n/a

Audience	Face to face	Online and Printed Media channels	Online content
Immediate stakeholders**	<ul style="list-style-type: none"> • Alternatives Trust Trustee visit • Barbican / National Youth Orchestra • Charity Awards Dinner • City of London Lecture & Masterclass • H&F Young People's Foundation Launch • Heart of the City Advisory Board • Leap Confronting Conflict Awards Ceremony • Living wage Foundation Awards & Launch • London Symphony Orchestra Concert • Mencap Dinner • New York visit Meetings • Prince's Trust Meetings & events • Refugee Council Funder Fair • Renaisi Learning event • High Sheriffs' Reception • Voluntary Action Harrow Funding presentation 	<ul style="list-style-type: none"> • Charity Times • Charity Today • City A.M • City Matters • Civil Society • FT special report • Fundraising UK • Global Financial Market Review • InFocus News • Mental Health Today • UK Fundraising 	<ul style="list-style-type: none"> • News items on the CoL intranet and e-bulletin. • Regular updates in the Members' Briefing.

Audience	Face to face	Online and Printed Media channels	Online content
Other funders, policy makers & key commentators	<ul style="list-style-type: none"> • Civil Society Futures Funder Observer session • Living Wage Champion Awards ceremony • Lloyds Bank Foundation Working group • London Business School Conference • London Funders meetings & events • Mercers Meeting • New York visit Meetings with Lord Mayor • NPC Launch • Philanthropy Collaborative Meeting • School for Social Entrepreneurs Funding panel • Unbound Philanthropy Meeting 	<ul style="list-style-type: none"> • Care Home Environment • Care Industry News • Charity Times • Charity Today • Children and Young People Now • City A.M • Civil Society • Construction Manager • Financial News • Fundraising Magazine • Fundraising UK • Further Education News • Global Market Review • London Economic • Mental Health Today • UK Fundraising 	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

19th April – 20th June 2018

Organisation	Publication & Weblink	Readership / Audience	Detail	Coverage	Date
Bridging Divides	BBC London i, ii, iii	100,001 to 500,000	The Trust is referenced by BBC Radio London on its new Bridging Divides programmes.	London	23/04/18
Bridging Divides	Fundraising Magazine	24,949	As above.	Trade	23/04/18
Bridging Divides	Charity Today	50,000	As above.	Trade	23/04/18
Bridging Divides	London Economic	122,984	As above.	London	23/04/18
Stepping Stones	Financial News (internal only)	292,348	Opinion piece by Chairman Alison Gowman.	National	23/04/18
Bridging Divides	City A.M	1,657,000	Regular column by the Chairman of Policy & Resources Catherine McGuinness which references the Trust's new Bridging Divides programmes.	London	30/04/18
Down's Syndrome Association	BBC Radio London [skip to 1:20]	100,001 to 500,000	Chairman Alison Gowman is interviewed by BBC Radio London relating to a recent award of £117,000 to fund tennis, football and athletics sessions for people with Down's syndrome across the capital.	London	02/05/18
Down's Syndrome Association	Charity Today	50,000	As above.	Trade	02/05/18
Bridging Divides	City Matters (internal only)	20,000	Further coverage of the Trust's new grant programmes.	London	09/05/18
Bridge to Work	FT special report	5,529,123	City Bridge Trust's recent donation to the Bridge to Work Programme is covered by Financial Times.	National	10/05/18

Organisation	Publication & Weblink	Readership / Audience	Detail	Coverage	Date
Central Grants Programme	Fundraising UK	33,000	A story on the latest round of grants given out by the Central Grants Programme, including a grant to the London Symphony Orchestra.	Trade	10/05/18
Mayor of London employment initiative / Moving on Up	the Voice Online	58,334	An article about the Mayor's new employment initiative to help young black men into work. The Trust's support for the Moving on Up project with Trust for London & BTEG is referenced.	Trade	11/05/18
Mayor of London employment initiative	Construction Manager	31,157	As above.	Trade	11/05/18
Bridging Divides	Charity Times	30,000	As above.	Trade	14/05/18
Centre for Mental Health	Mental Health Today	13,000	Chairman Alison Gowman writes about the work the Corporation is doing to improve mental health provision, including the Trust's support in this area.	Trade	16/05/18
Prince's Trust partnership	Charity Today	50,000	A piece about the Trust's partnership with The Prince's Trust which has supported thousands of Londoners into work and education over the last three years. Chairman Alison Gowman is quoted.	Trade	16/05/18
Prince's Trust Partnership	Evening Standard (internal only)	884,728	As above.	London	28/05/18

Organisation	Publication & Weblink	Readership / Audience	Detail	Coverage	Date
Lord Mayor's Dragon Awards	BBC Radio London (skip to 1hr 39mins)	574,000	The Lord Mayor is interviewed about the Dragon Awards and the firms just announced for this year's shortlist for their responsible business programmes, tackling social problems across London. City Bridge Trust is also mentioned.	London	28/05/18
Hub for London	Charity Today	50,000	A report on announcement of a launch date and new CEO for the Hub. The Trust is referenced as its primary funder.	Trade	31/05/18
Pride / LGBT work	Pink News	640,372	Policy Chairman Catherine McGuinness and Sheriff of London Tim Hailes are quoted in a Pink News article about the City of London Corporation's involvement in the LGBT+ Pride in London parade on 7 July. The Trust is referenced for its support in this area.	Trade	01/06/18
Hub for London	UK Fundraising	33,000	As above.	Trade	01/06/18
Hub for London	Civil Society	12,000	As above.	Trade	04/06/18
Hub for London	Global Financial Market Review	-	As above.	Trade	04/06/18
My Life Films	Care Home Environment	-	Chairman Alison Gowman is quoted following an award of £48,000 to support people with dementia across London.	Trade	05/06/18
Construction Academy	Further Education News	10,089	The Trust's support for London Enterprise Advisers Network (LEAN) is mentioned in a story on the launch of the London Mayor's new Construction Academy to help more young Londoners into work.	Trade	07/06/18

Organisation	Publication & Weblink	Readership / Audience	Detail	Coverage	Date
Hub for London	London Post	-	As above.	London	08/06/18
Baobab Centre	Further Education News	10,089	An article about the Trust's grant to support refugees and asylum seekers after an increase in demand for their services. Chairman Alison Gowman is quoted.	Trade	08/06/18
Baobab Centre	Islington Gazette	28,194	As above.	Regional	08/06/18
Baobab Centre	Children and Young People Now	16,000	As above.	Trade	09/06/18
Baobab Centre	Global Market Review	-	As above.	Trade	09/06/18
Baobab Centre	Charity Today	50,000	As above.	Trade	12/06/18
My Life Films	Care Industry News	-	As above.	Trade	13/06/18
Disability Sport UK Guildhall event	InFocus News	-	The Trust is referenced in coverage of the event at Guildhall attended by Paralympian athletes, national sporting bodies and City figures to celebrate the success of the 2018 Winter Paralympic Games.	Trade	16/06/18
Tower bridge Exhibition	Southwark News	13,889	City Bridge Trust is referenced in coverage of the latest commemorative exhibition at Tower Bridge	Regional	18/06/18

City Bridge Trust Events Attended
19th April – 20th June 2018

Date	Host Organisation	Type of Event	City of London's Representative	Location / Borough	Summary
23/04/18	Alliance Breakfast Club	Panel discussion	Fiona Rawes	Qattan Foundation SW5	A quarterly networking & discussion session.
24/04/18	ACF	Seminar	Jemma Grieve Combes	Camden	GDPR in monitoring and evaluation
25/04/18	The Prince's Trust	VIP Fairbridge Lunch & Thank You Event	Shegufta Rahman	Prince's Trust Centre, Kennington	Celebration event at the end of a Fairbridge programme supported by City Bridge Trust
25/04/18	London Funders	Board meeting	David Farnsworth	King's Cross	Regular meeting of the funders network board, which your officer Chairs.
25/04/18	Association of Charitable Foundations	Board meeting	Tim Wilson	Glasgow	A scheduled board meeting of this infrastructure body for grant-making organisations. The meeting concluded with a dinner hosted by Scottish grantmakers at which John Swinney, Deputy First Minister of Scotland spoke.
25/04/18	London Funders	Children & Young People's interest group	Ciaran Rafferty	King's Cross	This meeting considered the topic of supporting front line workers' mental health needs.
26/04/18	Centre for Justice	Meeting	David Farnsworth	Westminster	Meeting with Iain Duncan Smith MP, CEO of Centre for Justice Andy Cook and Jeremy Mayhew

Date	Host Organisation	Type of Event	City of London's Representative	Location / Borough	Summary
26/04/18	London Funders	Quiz	David Farnsworth, Jenny Field & various team members	EC4	A social event attended by a number of London's funders.
27/04/18	Alternatives Trust	Trustee visit	David Farnsworth	Plaistow	A visit to a current Trust grantholder.
20/04/18 & 27/04/18	School for Social Entrepreneurs	Funding panel	Tim Wilson	Islington	Funding events for social entrepreneurs. Your officer presented alongside representatives from a crowdfunding platform, a social investment consultancy and a local authority commissioner
30/04/18	Civil Society Futures	Funder Observer session	David Farnsworth	Drink, Shop & Do, Caledonian Road	A network of funders which to discuss progress and feed into the Inquiry.
30/04/18	NPC	Launch	Fiona Rawes	BNY Mellon Wealth Management EC4	In pursuit of deep impact and market-rate returns: KL Felicitas Foundation's journey
01/05/18	Charity Commission	Discussion meeting	Karen Atkinson	DEC offices, Euston	Discussion meeting relating to future response to national critical incidents
03/05/18	Mercers	Meeting	David Farnsworth	EC3	Meeting with Master Mercer
03/05/18	Crowe Clark Whitehill	Breakfast Briefing	Karen Atkinson	CCW offices, City of London (EC4)	Seminar focussing on collaboration within the charity sector
04/05/18	Unbound Philanthropy	Meeting	David Farnsworth	Bath	Meeting with Will Sommerville, UK Program Director of Unbound Philanthropy.

Date	Host Organisation	Type of Event	City of London's Representative	Location / Borough	Summary
04/05/18	Barbican / National Youth Orchestra	Rehearsal with Conductor, Gustavo Dudamel	Chairman Alison Gowman	Barbican Centre	An event showcasing the work of the Barbican with young people.
08/05/18	The Prince's Trust	Mosaic Enterprise Challenge National Grand Final 2018	Shegufta Rahman	Hogan Lovells International LLP, Holborn	National Finals for Mosaic Enterprise Challenge
08/05/18	Lloyds Bank Foundation	Working group	Ciaran Rafferty	Southwark	A meeting of funders to consider a common approach to Safeguarding.
09/05/18	ACF	Lecture/discussion	Fiona Rawes	ACF	An Introduction to Social Investment for Foundations
09/05/18	Mencap	Dinner	Chairman Alison Gowman	House of Lords	Event to announce the organisation's new strategy, a grantee under your Bridge to Work programme.
10/05/18	Hammersmith & Fulham Young People's Foundation	Launch event	Ciaran Rafferty	Hammersmith	The official launch of this YPF, which you are supporting.
14/05/18	City of London	Lecture	Chairman Alison Gowman	Guildhall	Lecture about BHE and CBT to the City of London Blue Guides.
15/05/18	Charity Tax Group	Annual Conference	Karen Atkinson	Wellcome Trust offices, Euston	Annual conference for members
15/05/18	London Funders	Seminar	Ciaran Rafferty	London Bridge	A special meeting to consider most recent information on and responses to youth violence.
15/05/18	London Funders	Healthy London interest group	Ciaran Rafferty	Borough	A very interesting meeting to consider childhood obesity.
16/05/18	Philanthropy Collaborative	Meeting	David Farnsworth & Fiona Rawes	Guildhall	A network seeking to encourage increased private philanthropy.

Date	Host Organisation	Type of Event	City of London's Representative	Location / Borough	Summary
16/05/18	House of Commons	Reception	David Farnsworth	Westminster	Reception hosted by Mark Field MP
17/05/18	Islington Giving	Board meeting	Jenny Field	Islington	A meeting of the Islington Giving Board of which your Officer is a member.
18/05/18	Charity Clarity	Asian Voice Charity Awards	Chairman Alison Gowman & Shegufta Rahman	London Hilton, Mayfair	Annual the Asian Voice Charity Awards Ceremony
18/05/18	London Metropolitan Archives	Visit	Tim Wilson And Marek Habrda	Clerkenwell	A site visit to see where City Bridge Trust's historic archives will be housed.
18/05/18	Asian Voice	Charity Awards ceremony and dinner	Chairman Alison Gowman	Hilton Hotel	Alderman Gowman was a judge for these Awards and CBT kindly donated a prize to the winning charity.
18/05/18	Voluntary Action Harrow	Funding presentation	Ciaran Rafferty	Harrow	A well-attended event to hear of your new Bridging Divides programmes and priorities.
21/05/18	The Prince's Trust	Inaugural Mosaic Iftar Event	Shegufta Rahman	Westminster Academy	Mosaic Iftar event with Mayor of London, Sadiq Khan
21/05/18	Heart of the City	Advisory Board	Chairman Alison Gowman	Bank of England	A regular meeting of this board.
22/05/18	London Appreciation Society	Talk	David Farnsworth	WC1/Russell Square	Bridge House Estates/CBT talk
23/05/18	The Prince's Trust	Buckingham Palace Garden Party	Shegufta Rahman	Buckingham Palace	70 th Birthday of His Royal Highness The Prince of Wales
23/05/18	Big Lottery Fund	Breakfast meeting	Jemma Grieve Combes	Camden	Launch of the Big Lottery Fund's new funding programme

Date	Host Organisation	Type of Event	City of London's Representative	Location / Borough	Summary
23/05/18	Charity Finance Group	Annual Conference	Karen Atkinson	QEII Conference Centre, Westminster	Annual conference for members
23/05/18	Leap Confronting Conflict	Awards Ceremony	Wendy Mead, OBE Member	Bloomberg Building Queen Victoria St	Lighting the Fire, the UK's national youth conflict awards, celebrates the individuals and projects supporting young people with conflict in their lives across the UK.
30/05/18	Refugee Council	Funder Fair	Shegufta Rahman	Resource for London, Holloway Road	Funder Fair for members of the Refugee Council
23/05/18 & 30/05/18	UBS	Briefing event	Tim Wilson	City of London	Briefing events for UBS' employee volunteers who will participate in this year's Stepping Stones assessments.
30/05/18	Living Wage Foundation/ NCVO	Launch	Jack Joslin	Camden	An event to launch the Low Pay in the Charity Sector Action Plan
31/05/18	The City of London Corporation	The High Sheriffs' Reception	Fiona Rawes & Shegufta Rahman	The Old Bailey	Annual High Sheriffs' Reception
31/05/18	CoL	Reception	Fiona Rawes	Old Bailey	High Sheriff's Reception
01/06/18	New York Foundling, Unbound Philanthropy, The Robin Hood Foundation, Open Social Foundation (OSF) International Initiative	Meetings	David Farnsworth	New York	Your Chief Officer accompanied the Lord Mayor to several meetings with New York-based funders & philanthropy organisations. For more information see the Chief Grants Officer Progress Report.

Date	Host Organisation	Type of Event	City of London's Representative	Location / Borough	Summary
05/06/18	Trust for London	Reference Group for the CII initiative	Ciaran Rafferty	Little Britain	A regular meeting to review progress of the Community Integration Initiative
06/06/18	City of London	Masterclass presentation	Chairman Alison Gowman & Martin Hall	City Centre, Guildhall	Alderman Gowman spoke to Corporation staff about the CBT Bridging Divides strategy.
06/06/18	Living Wage Foundation & City of London	Living Wage Champion Awards ceremony	Chairman Alison Gowman & Jack Joslin	Guildhall	These awards celebrate individuals and organisations that have made an outstanding contribution to the Living Wage movement.
07/06/18	Charity Awards 2018	Awards ceremony & dinner	Karen Atkinson & Jenny Field	Tower of London	An event to recognise achievements within the charity sector. Islington Giving were nominated in the Grantmaking and Funding category.
12/06/18	City Bridge Trust	London Borough of Culture meeting	Jack Joslin, Ciaran Rafferty	Guildhall	The Trust hosted a meeting with funders and the GLA of the two winning Boroughs of Culture to hear their specific plans.
12/06/18	London Business School	Conference	Tim Wilson	Regent's Park	A conference looking at how best to grow the impact investment market in the UK.
13/06/18	Opening Doors London	Conference	Ciaran Rafferty	UCL, Euston	An inspiring conference to consider the care and support needs of older LGBT people. CBT is funding some of this work.
13/06/18	Young Westminster Foundation	Launch event	Ciaran Rafferty	Madame Tussauds, Marylebone	The official launch of the latest Young People's Foundation

Date	Host Organisation	Type of Event	City of London's Representative	Location / Borough	Summary
13/06/18	Renaissi	Learning event	Tim Wilson	City Hall	A learning event for organisations concerned with improving life for refugees in London.
19/06/18	Prince's Trust	Meeting	Chairman Alison Gowman & Shegufta Rahman	EC2M	A quarterly meeting relating to your annual award of £1m.
19/06/18	City of London	Reception	Marianne Fredericks, Edward Lord, David Farnsworth and several Trust officers	Livery Hall, Guildhall	An event to welcome newly elected Councillors in London and an excellent opportunity to promote the work of the Trust.
20/06/18	GMI Partnership	Reception	Ciaran Rafferty	Gherkin building, St Mary Axe	An event to celebrate 10 years of the GMI Partnership to support people with or at risk of HIV, which the Trust is supporting.

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