



The City Bridge Trust Committee

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

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

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N.B. Part of this meeting may be subject to audio-visual recording.

Lunch will be served in the Guildhall Club at 1.00pm.

**John Barradell
Town Clerk**

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 7 September 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 & Director of City Bridge Trust

For Decision
(Pages 15 - 20)
6. **FINANCIAL POSITION OF CITY BRIDGE TRUST IN RESPECT OF PERIODS 1-6 (APRIL-SEPTEMBER 2018)**
Report of the Chief Grants Officer & Director of City Bridge Trust and the Chamberlain

For Information
(Pages 21 - 26)
7. **PROPOSED REVENUE BUDGETS 2018-19 AND 2019-20**
Report of the Chamberlain and the Town Clerk

For Decision
(Pages 27 - 34)
8. **PHILANTHROPY STRATEGY IMPLEMENTATION PLAN**
Report of the Chief Grants Officer & Director of City Bridge Trust

For Decision
(Pages 35 - 48)

9. **GRANTS BUDGET AND APPLICATIONS TODAY**
Report of the Chief Grants Officer & Director of City Bridge Trust

For Information
(Pages 49 - 52)

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

For Information
(Pages 53 - 60)

11. **GRANTS AND STRATEGIC INITIATIVES RECOMMENDATIONS AND ASSESSMENTS**
To consider the Chief Grants Officer & Director of City Bridge Trust's reports on grant recommendations as follows: -

For Decision

Index of Grant Recommendations (Pages 61 - 62)

- a) Freightliners City Farm (Pages 63 - 64)
- b) Women's Environmental Network Trust (Pages 65 - 66)
- c) One in Four (Pages 67 - 68)
- d) Shooting Star CHASE (Pages 69 - 70)
- e) The WISH Centre (Pages 71 - 72)
- f) Southside Partnership (Pages 73 - 74)
- g) St John the Evangelist Church, Kingston (Pages 75 - 76)
- h) The Old Vic Theatre Trust 2000 (Pages 77 - 78)
- i) Why Me? Victims for Restorative Justice (Pages 79 - 80)
- j) Neighbourly Care Southall (Pages 81 - 82)
- k) Islington People's Rights (Pages 83 - 84)
- l) Camden Community Law Centre (Pages 85 - 86)
- m) Hillingdon Carers (Pages 87 - 88)
- n) Islington Law Centre (Pages 89 - 92)
- o) Southwark Law Centre (Pages 93 - 96)
- p) Zacchaeus 2000 Trust (Pages 97 - 98)

- q) Bonny Downs Community Association (Pages 99 - 100)
- r) Community Southwark (Pages 101 - 104)
- s) Hoxton Health (Pages 105 - 108)
- t) Migrant & Refugee Communities Forum (Pages 109 - 110)
- u) Museum of Brands, Packaging and Advertising (Pages 111 - 114)
- v) Surrey Docks Farm (Pages 115 - 116)
- w) Open Door, Young People's Consultation Service (Pages 117 - 118)
- x) Roma Support Group (Pages 119 - 120)

12. TO CONSIDER REPORTS OF THE CHIEF GRANTS OFFICER & DIRECTOR OF CITY BRIDGE TRUST AS FOLLOWS: -

For Decision/Information

- a) Strategic Initiative - Funder Plus Phase 1 (Pages 121 - 132)
- b) Applications Recommended for Rejection (Pages 133 - 140)
- c) Funds Approved or Declined under Delegated Authority (Pages 141 - 146)
- d) Withdrawn and Lapsed Applications (Pages 147 - 150)
- e) Variations to Grants/Funds Awarded (Pages 151 - 152)
- f) Strategic Initiatives - Monitoring Reports (Pages 153 - 156)
- g) Report on Learning Visits (Pages 157 - 162)
- h) City Bridge Trust Communications & Events Attended (Pages 163 - 178)

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 7 September 2018.

For Decision
(Pages 179 - 182)

17. **BRIDGE HOUSE ESTATES - TO FOLLOW**

Report of the Town Clerk & Chief Executive and the Chief Grants Officer & Director of City Bridge Trust

For Decision

18. **PHILANTHROPY HOUSE - TO FOLLOW**

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

For Decision

19. **STEPPING STONES FUND, PROGRESS AND PROPOSALS**

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

For Decision
(Pages 183 - 196)

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

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

For Information
(Pages 197 - 200)

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

22. **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

Friday, 7 September 2018

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

Present

Members:

Alderman Alison Gowman (Chairman)	Deputy Edward Lord
Dhruv Patel OBE (Deputy Chairman)	Jeremy Mayhew
Simon Duckworth	Wendy Mead
Peter Dunphy	Deputy Dr Giles Shilson
Marianne Fredericks	

Officers:

Joseph Anstee	- Town Clerk's Department
Karen Atkinson	- Chamberlain's Department
David Farnsworth	- Chief Grants Officer and Director of City Bridge Trust
Jenny Field	- The City Bridge Trust
Martin Hall	- 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
Marek Habrda	- City Bridge Trust
Clare Wand	- Chamberlain's Department

1. APOLOGIES

Apologies were received from Karina Dostalova, Deputy Jamie Ingham Clark, Alderman Alastair King, Paul Martinelli and Ian Seaton.

GINGERBREAD

The Chairman welcomed Rosie Ferguson, Chief Executive of Gingerbread, to the meeting, to speak to the Committee about their work. Gingerbread worked with single parent families to help them live secure, happy and fulfilling lives.

A City Bridge Trust grant had funded research on understanding the needs of single parents, which had demonstrated a clear need for help with advocacy. The average age of single parents was around 38, with two-thirds in work, although often in insecure employment such as zero-hours contracts. One in ten single parents surveyed had used payday loan services or food banks. This had a big impact on the children of single parent families, around half of whom were thought to be living in poverty.

There were around 136,000 users of Gingerbread's new website which had launched in October 2017. Around 20,000 new single parent families were created every year, facing a challenging transition. Significant numbers of users faced financial difficulties or had experienced domestic violence, whilst many also had no prior experience of the benefits system. Gingerbread often had callers that needed help with bigger issues than those relating to single parent status, and had good links with specialist groups to enable them to make onward referrals.

The priorities for Gingerbread going forward were to extend their advice service, with particular focus on increasing capacity, as there were currently not enough call handlers to meet demand. Gingerbread was also focussed on building partnerships with relevant organisations and build up their online system. The organisation gave huge thanks to City Bridge Trust for their grant, which had already enabled Gingerbread to increase their capacity enough that they could take the time to stop and think about how to be the best service they could be.

The majority of Gingerbread service users were women, although around ten per cent of users were male, often through bereavement. It was felt male users were more likely to seek help online and were more prominent on Gingerbread's digital forum.

Whilst Gingerbread currently did not have the capacity to answer all calls received and could not be sure how many calls were not answered, it was hoped that users who were not able to get through to someone initially did not give up and could eventually speak to somebody. Gingerbread helplines were operated by both volunteers and by paid staff, who received training and were able to give more specialist advice.

The Committee thanked Rosie for her interesting presentation and commended Gingerbread for their work.

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

There were no declarations.

3. **MINUTES**

RESOLVED – That the public minutes and non-public summary of the meeting held on 6 July 2018 be agreed as an accurate record.

Matters Arising

In response to a query from a Member, the Chief Grants Officer and Director of City Bridge Trust (CGO) gave Members an overview of the Robin Hood Foundation and the model they employed, having visited the organisation as part of a visit to New York with the Lord Mayor. There was currently no equivalent operating in the UK.

4. **OUTSTANDING ACTIONS**

The Committee received a list of outstanding actions, noting those which were on the agenda or were scheduled for a future meeting. The CGO advised Members that work was ongoing with regards to outreach work with targeted Boroughs, and that that City Bridge Trust were talking to other funders about the best way to target 'cold spots'.

The Committee noted the Bridging Divides Members Briefing on 16 October, which would include wider information for Members on the City Bridge Trust and provide Members with the tools and knowledge to refer organisations to the Trust. Based on Members feedback at the briefing, a document offering Members key information and advice about the City Bridge Trust and Central Grants Unit could be drafted.

The CGO gave Members clarification on Partnership for Young London following a query about its relationship with the City of London Corporation at the previous meeting. Partnership for Young London was an independent organisation that was based on the Guildhall complex. The Corporation had a representative on the organisation's Board, and another Member was on the Children & Young People's Committee, therefore also attending meetings. The organisation paid a fee to the Corporation for a support package which included desk space and use of IT services. The Committee was advised that the Comptroller and City Solicitor was working on a document that would regularise the legal basis for this kind of relationship.

RESOLVED – That the Outstanding Actions update be noted, and updated accordingly.

5. **PROGRESS REPORT**

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

Implementation of Bridging Divides

The CGO advised the Committee that the Bridging Divides strategy was now live and operational, and work was ongoing to bed in new ways of working and troubleshooting any teething problems. Suggestions from Members about the strategy were welcome.

HR Update

The CGO drew Members attention to the update set out in the report, advising that recruitment was in progress and updates would be given as soon as possible.

Cornerstone Fund

The CGO drew Members attention to the update set out in the report. Following the development of parameters for the application process, the Funders' Panel had met in July 2018, and recommended 11 of the 21 applications received be

approved by Delegated Authority for Stage 2 applications, which officers hoped to present to the November 2018 or January 2019 meetings of the City Bridge Trust Committee, although this may change. The Reference Group and Funders' Panel proposed that a learning partner be appointed to work alongside successful applicants and group of aligned funders over a two-year period, and officers sought approval for up to £80,000 of non-grant funding to tender for a learning partner. This was agreed by the Committee.

Mayor of London's Young Londoners Fund

The CGO drew Members attention to the update set out in the report. City Bridge Trust officers had continued to provide staff resource to support the processing of applications to the Young Londoners Fund. The Fund was due to be split between small and larger grants, with 15 small grants having already been awarded, subject to due diligence and approval by the Mayor's team. To enable flexibility in the allocation of the funds as the detail of need was not yet known, approval was sought to delegate authority to the Town Clerk in consultation with the Chairman and Deputy Chairman to allocate any individual sums prior to the November meeting of the Committee. The Committee approved that this authority be delegated.

RESOLVED – That the City Bridge Trust Committee:

- a) Note the report;
- b) Approve non-grant funding from the Cornerstone Fund of up to a maximum of £80,000 over two years for a Learning Partner; and
- c) Agree that any decisions to allocate individual sums for the Mayor's Young Londoner's Fund prior to your next meeting in November be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman and to be reported to the subsequent Committee.

6. FINANCIAL POSITION OF CITY BRIDGE TRUST IN RESPECT OF PERIODS 1-4 (APRIL-JULY 2018)

The Committee received a report of the Chief Grants Officer and Director of City Bridge Trust (CGO), setting out City Bridge Trust's spend against budget for period 1 April to 31 July 2018 (periods 1-4). The Committee noted that the grant spend appeared significantly below budget as it did not include the commitment of £1million to the Mayor of London's Young Londoners Fund as this was agreed by the Court of Common Council.

RESOLVED – That the report be noted.

7. GRANTS BUDGET AND APPLICATIONS TODAY

The Committee received a report of the CGO summarising grant applications recommended for decision at the meeting, and those that had been considered since the last meeting under the schemes of delegation. The Committee noted that as a result of the £80,000 in non-grant funding approved for the Cornerstone Fund, Table 3 on page 31 of the report needed to be updated.

RESOLVED – That the report be noted.

8. **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.

RESOLVED – That the report be noted.

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

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 had been considered since the last meeting under the schemes of delegation.

RESOLVED – That the report be noted.

a) **Barnet Refugee Service**

APPROVED £142,940 over three years (£46,360; £47,550; £49,030) towards the salary costs of the ESOL Coordinator (14hpw), ESOL Administrator (7hpw), sessional ESOL teachers and running costs of a programme of ESOL classes in Barnet.

b) **Beat**

APPROVED £254,600 over 3 years (£77,200, £85,000, £92,400) for the London Strategy to support young Londoners affected by eating disorders to begin specialist treatment as early as possible and so achieve a rapid and sustained recovery.

c) **Passage 2000**

APPROVED £120,000 over three years (3 x £40,000) to meet the salary, on costs and a contribution to management charges of a f/t specialist mental health worker.

d) **Bishop Creighton House**

APPROVED £106,500 over three years (£35,000; £35,500; £36,000) for the F/T salary of a Learning Disability Outreach Coordinator

e) **Disablement Association Hillingdon (DASH)**

APPROVED £119,600 over 3 years (£39,200; £38,700, £41,700) towards the costs of a full time Transitions Officer and running costs of a programme of work to support disabled young people in Hillingdon in the transition to adulthood.

f) **icandance**

APPROVED £53,700 over three years (£17,000; £17,900; £18,800) to meet the costs of six sessional support workers fees.

g) **MENCAP Bromley**

The Committee noted that the recommended amount was slightly higher than that request as officers felt the organisation had not built in core costs, and wanted to help sustainability.

APPROVED £141,000 over three years (£45,700; £47,000; £48,300) contributing to the salaries of three part time Trainers and associated costs to deliver training, work experience and volunteering opportunities for young disabled people in Bromley.

h) **Ragged School Museum Trust**

APPROVED £100,000 towards the costs of installing a lift in the refurbished site to ensure full disabled access subject to a successful bid to the Heritage Lottery Fund. The grant is conditional on the organisation appointing a Treasurer within 6 months of the award.

i) **Age UK Hillingdon**

APPROVED £114,780 over 3 years (£39,290; £37,370; £38,120) towards the salary of a Trainer (28 hrs/week) and on-costs to deliver a programme of Cognitive Stimulation Therapy for people in Hillingdon with dementia and their carers.

j) **Dementia Concern**

APPROVED £82,000 over 3 years (£26,800; £27,300; £27,900) for 1 fte Community Support Worker and associated costs to provide support services to people living alone with dementia in Ealing.

k) **Live Music Now!**

APPROVED £85,500 over three years (£28,000; £28,500; £29,000) towards the costs of interactive music workshops and staff training across care homes In London.

l) **City Harvest**

The Committee noted the revised request and recommendation as set out in a document tabled by the CGO. This was due to the organisation needing a less senior staff member than originally anticipated.

APPROVED £79,800 over three years (£25,800; £26,600; £27,400) for the post of Senior Warehouse Operative (40 hours per week)

m) **Hounslow Citizens Advice Bureau**

APPROVED £154,700 over 3 years (£53,000; £51,100; £50,600) for the salary of a f/t Advice Worker, volunteer costs plus related operational costs. This is subject to the funding being released on receipt of satisfactory quarterly management accounts until free reserves reach target and the organisation operates at an annual surplus.

n) **Youth Legal and Resource Centre**

APPROVED £78,000 over three years (£24,500, £26,500, £27,000) for the part-time Debt and Money Advice Caseworker (3dpw) and associated project costs, conditional on confirmation a reserves target is set by the board of trustees.

o) **Clink Charity**

APPROVED £105,000 over 3 years (3 x £35,000) to support the f/t salary and expenditure of a High Down Prison based Support Worker to provide an effective and inclusive service to graduates of The Clink Programme.

p) **Volunteer Centre Greenwich**

The Committee noted that this was the first Bridging Divides application to be brought before the Committee and was for a five-year grant rather than three. The organisation had first contacted City Bridge Trust prior to the Bridging Divides Strategy and officers had been able to develop an insight into what the organisation wished to achieve. The grant would be important not just for Volunteer Centre Greenwich, but also for bringing strands of work in the sector together. The application represented a good example of helping an organisation where reach and time is what was needed, and would significantly help the community in the long-term.

APPROVED £255,600 over five years (£63,000: £58,600: £50,500: £45,200; £38,300) towards the salaries of the CEO and Volunteering and Operations Manager and associated costs to increase voice and representation; reinstate free membership and associated services; and develop and grow income streams to support the future sustainability of the organisation. The release of quarterly payments is subject to the provision of satisfactory management accounts and cashflows.

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

a) **Funder Plus Offer - Proposals for Phase 1**

The Committee considered a report of the CGO setting out proposals for the first phase of a new CBT Funder Plus offer, as part of the Bridging Divides strategy for 2018 – 2023. The Trust was committed to improving the Funder Plus offer to make it more coherent and better aligned with other funders. The proposals were informed by two round tables hosted by City Bridge Trust where there was clear support for more improvement and alignment, and an appetite for working together. The proposal sought approval for a commitment of up to £500,000 for Phase One of the Funder Plus offer, and further expenditure to procure a Managing and Learning Partner to provide capacity to manage the initiative.

Members asked how proactive officers were in offering Funder Plus to organisations. The CGO responded that all grantees were made aware of what was on offer and it was promoted by officers, but it was clear that taking it up was not a requirement.

RESOLVED – That the City Bridge Trust Committee:

- a) Commit up to £500,000 of the 2018/19 grants budget towards Phase One of the proposed Funder Plus offer; and
- b) Commit up to £50,000 non-grants expenditure in order to procure a Managing and Learning Partner to provide capacity to manage the initiative (up to £25,00) and to help evaluate its effectiveness (up to £25,000).

b) **Applications Recommended for Rejection**

The Committee considered a report of the CGO and Director of City Bridge Trust detailing 29 grant applications or Eco-Audit requests that were recommended for rejection. The Committee noted the document tabled by the CGO which offered a correction to the entry for The Age of No Retirement CIC, as the reason for the recommendation for rejection was missing.

A Member suggested that the reason for rejection could be organised by category as it may make the reason easier to understand, for both Members and the rejected organisations. A Member also asked for further detail on the rejection for Transgenerational Change Ltd, and why it had been deemed ineligible. The CGO responded that whilst the organisation had applied as a charitable company, it also did non-charitable work, and there would be no safeguards against funds being used for non-charitable purposes. The organisation was also not registered with the Charity Commission.

The CGO advised Members that every organisation that applied was offered feedback from officers, although not all organisations took this up. The City Bridge Trust also collected data on rejected applications annually for review.

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

c) **Applications to the Cornerstone Fund, Stage 1**

The Committee received a report of the CGO advising Members of Cornerstone Fund Stage 1 applications approved or declined under delegated authority since your last meeting.

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

d) **Funds Approved under Delegated Authority**

The Committee received a report of the Chief Grants Officer which advised Members of three expenditure items, totalling £71,600, which had been presented for approval under delegated authority to the Chief Grants Officer in consultation with the Chairman and Deputy Chairman.

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

e) **Withdrawn and Lapsed Applications**

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

RESOLVED – That the report be noted.

f) **Variations to Grants/Funds Awarded**

The Committee received a report of the CGO which advised Members of a variation to eight grants agreed by the CGO since the last meeting.

RESOLVED – That the report be noted.

g) **Monitoring Reports for Strategic Initiatives**

The Committee received a report of the CGO introducing two monitoring reports provided by two of the current strategic initiatives and setting out a schedule for future reports through to the City Bridge Trust Committee meeting in May 2019. Members were encouraged to nominate those strategic initiatives where they would like to see a report at a future Committee.

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

h) **Report on Learning Visits**

The Committee received a report of the CGO advising Members of two learning visits that had taken place. Members felt the format of the reports was now clearer and brought out more information.

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

i) **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. Members noted two further events that the Chairman and Deputy Chairman respectively had attended that had been omitted from the list.

RESOLVED – That the report be noted.

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

There were no questions.

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

There was no other business.

13. **EXCLUSION OF THE PUBLIC**

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

Item No.	Exempt Paragraphs
22 – 24	3
25 – 26	-

14. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 6 July 2018 be agreed as an accurate record.

15. **MEMBERS' SKILLS AUDIT**

The Committee considered a report of the CGO.

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

The Committee received a report of the CGO.

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

There was one question.

18. **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.

The meeting closed at 3.15 pm

Chairman

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The City Bridge Trust Committee – Outstanding Actions

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
1.	14 March 2018	Prince's Trust	CBT Team / Town Clerk	Members' Away Half-day, October 2018	Prince's Trust liaison officer to present to the Committee on the work of the Prince's Trust
2.	6 July 2018	Philanthropy Strategy Action Plan	CBT Team / Town Clerk	November 2018	Philanthropy Strategy Action Plan to be brought to CBT for approval before going to P&R in November
3.	6 July 2018	Outreach work with targeted Boroughs	CBT Team	January 2019	Officers to devise a plan for outreach work in Boroughs identified for concentration of future work
4.	6 July 2018	Investing in Londoners	CBT Team / Town Clerk	October 2018	Advertising of the outcomes of the Investing in Londoners programme to be promoted via social media and an infographic
5.	6 July 2018	Resettlement and Rehabilitation of Offenders	CBT Team / Town Clerk	November 2018	Officers to explore arranging a collective meeting with Livery companies on supporting organisations in the Prisons sector.

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
6.	6 July 2018	Bridging Divides Member Briefing	CBT Team / Town Clerk	16 October 2018	Briefing to be held on 16 October in Private Members Dining Room at 12:15
7.	7 September 2018	Gingerbread Strategy Report	CBT Team / Town Clerk	December 2018	Report to be circulated to Members once available
8.	7 September 2018	Co-opted Members	CBT Team / Town Clerk	November 2018	Officers to initiate the process of recruiting up to two external co-optees to the Committee
9.	7 September 2018	Induction Process	CBT Team / Town Clerk	Spring 2019	Review of the induction process to take place in Spring 2019 with the possible addition of new members and any external co-opted Members

Committee: City Bridge Trust (CBT)	Dated: 14 November 2018
Subject: Progress Report	Public
Report of: Chief Grants Officer and Director of CBT (CGO)	For decision

Summary

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

- Mayor of London - Young Londoners' Fund Update
- Meeting with the Magistrates' Association
- Co-opted Members
- CBT Committee Half Away day
- HR Update
- Update on 'Ideas Please' aspect of Bridging Divides

Recommendation

Members are asked to:

- a) Note the report.
- b) Approve the recommended process for co-opting two additional members to the CBT Committee as set out in paragraph 12.

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. Nat Defriend, Development Director of the Participatory City Foundation (PCF) has been invited to this Committee. PCF was awarded funds in 2017 and is supported by a collaboration of funders to deliver the Participatory City neighbourhood project *Every One Every Day* in Barking and Dagenham. PCF works with local people to deliver dozens of different projects in neighbourhoods across Barking and Dagenham. These projects have enabled many people to participate in different neighbourhood projects around the borough to make everyday life better for everyone.

Mayor of London - Young Londoner's Fund Update

2. In May 2018, this committee and Court of Common Council agreed £1m from the 2018/19 CBT grants budget to fund a range of activities to provide additional support to organisations funded through the Mayor of London's Young Londoners' Fund.
3. The GLA has now awarded 33 Young Londoners' Fund and Sport Unites' small grants. Medium and large grant applicants are going through final due diligence checks. The GLA expects to award approximately 100 grants in total. Of these only 16 already hold the London Youth Quality Mark (QM) with a further 7 actively working towards it a few are not eligible (ie being either a school or a local authority). This is significantly fewer than expected (it was a condition of the GLA funding that groups had to either hold or be working towards holding the Quality Mark).
4. Part of your £1m co-funding package was to enable those without the QM to achieve it through the course of their GLA funding. Your officer has been in discussion with London Youth about this and has estimated that the total cost of delivering the QM to the c.75 organisations in need, over the next three years, will be in the region of £400,000.
5. Additionally, your funding was to support network-enablement costs for grantees; and other, more specific, training and support to front-line youth workers. The former will be co-ordinated by the GLA and will amount to £100,000 over the next three years. For the co-ordination and delivery of the worker-specific training (e.g. on subjects such as Safeguarding; Working with Adolescents; Mental Health & Wellbeing) it is proposed to engage Partnership for Young London and is estimated to cost £200,000 over the next three years.
6. In summary, therefore, it is envisaged that £700,000 of the £1m agreed will be committed within the next two months, with the balance retained until such time as the second round of grants are awarded by the GLA, probably late 2019. Your Committee has already agreed that the individual reports outlining the specifics of the funding outlined above be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman and to be reported to the subsequent Committee.

Meeting with the Magistrate's Association

7. Following an introduction by a colleague in the Crime Strategy Unit in the Home Office your Funding Director, Ciaran Rafferty, met with Jon Collins, Chief Executive of the Magistrates Association (MA). The MA, a registered charity, exists to influence key decision-makers, support its members in administering the law and to educate people about the role of magistrates.
8. It was an interesting discussion with the aim of seeing where there might be mutual benefit and cooperation. The MA, for example, undertakes valuable research and issues policy statements on issues relevant to the Trust (eg

female offenders; domestic abuse; short sentencing) whilst the Trust can possibly help the MA with its community programme which currently is targeted at schools but which might have a wider impact through engaging with the wider voluntary sector.

9. It was felt, for example, that future investment in restorative justice programmes might prove valuable, particularly on issues such as hate crime; whilst Jon spoke of the difficulty, sometimes, in finding suitable projects for women to serve community sentences (again, this was something that the Trust and other funders might be able to assist with).
10. Your Chairman, knowing in advance of the meeting, mentioned issues arising from defendants often having no legal representation and the impact and delays that can cause. In response Jon acknowledged that this was an increasing problem and one which was particularly harmful in Family Court if one plaintiff had representation and the other did not.
11. In summary, there were a number of points where there is potential scope for closer working/information sharing in the future – not just with the Trust but with other funders and the wider voluntary sector.

Co-opted Members

12. Following advice from the Town Clerk, together with feedback from your Away Half-Day discussions, it is recommended that an advert, role description and person specification are drafted, for approval by the Chairman and Deputy Chairman. This will also be informed by the recent Members skills audit undertaken. This will enable the open recruitment of two co-opted members for the CBT Committee. It is further recommended that the recruitment panel comprises the Chairman, Deputy Chairman and the Chief Grants Officer.

CBT Committee Half Away day

13. The CBT Committee Members half away-day took place on 24 October 2018 at the offices of DLA Piper. The main purpose was to reflect on the Bridging Divides funding strategy and discuss what has changed/will change with its implementation. It was also discussed how the Social Mobility and Philanthropy strategies intersect with it and to receive a progress update on the Bridge House Estates governance review.
14. We would like to thank the Members of this Committee that were able to attend the half away-day and provide feedback. The notes of the day have been circulated under separate email.

HR Update

15. An existing CBT Funding Manager has now been recruited to the post of Head of Learning and Impact on a job share basis. The other half of the job share role is currently out to advert with a closing date set for 15th November 2018.

16. The Funding Manager that was temporarily seconded to deliver the Central Grants Programme (CGP) has now been recruited on a permanent basis to the Head of CGP for 3 days per week and will continue to work as a CBT Funding Manager for the remaining 2 days.
17. In order to backfill the CBT Funding Manager days for the above-mentioned posts, an internal recruitment drive was undertaken for a full time Funding Manager. No applications were received so an external advert has now been placed, with a closing date of 26th November 2018.
18. The Business Support Manager role is now out to advert with a closing date set for 19th November 2018.
19. An existing Funding Officer applied for and has been appointed as the Funding Officer for the CGP. The Funding Officer will be working on the CGP for 2.5 days a week from the beginning of December – this will allow for a managed transition and time enough to put in place arrangements to cover the days of her current role she is vacating.
20. The existing CBT Head of Projects has now been recruited to the post of Head of Chief Grant's Officer's Office and Corporate Charity Business Manager. The role change started with effect from 1st November 2018.
21. The Funding Manager responsible for the Prince's Trust (PT) grant has been recognised formally as managing the strategic partnership between City Bridge Trust and PT and will split their time between managing the standard portfolio of grants and the PT grant.
22. Following completion of this round of recruitment, the CBT organogram will be revised and circulated to Committee Members.

Update on 'Ideas Please' aspect of Bridging Divides

23. You may recall that when you launched your Bridging Divides funding programmes in April, this included your first call for ideas, as part of the Connecting the Capital funding strand. We invited initial proposals, on no more than two sides of A4, for ideas to bring disused assets in a locality back into community use and to make them economically productive. The closing date for this first call was 20th July 2018.
24. 19 proposals were received in total. One of these was for a temporary art installation to raise awareness about mental health which had too tight a timetable to be considered.
25. Of the remainder, one has potential to be suitable for social investment and discussions have begun to explore the feasibility of this. Conversations are underway with another two organisations who have submitted interesting ideas to explore what next steps might be needed to enable them to move to the next level.

26. Four proposals were from organisations (two churches, a museum and a community centre) who saw the invitation as an opportunity to bring their own buildings back into use which was not quite what was envisaged when the invitation was issued. Each will need to be subject to a major capital appeal and would, in that case, potentially be eligible to apply to CBT for funding towards disability access. Officers are in the process of feeding this back to the organisations concerned.
27. Three were large capital developments that will go ahead in any case and which are eligible to apply to CBT for a grant towards disability access - again, officers are feeding this back.
28. Two were from growing and greening projects which were not really focussed on bringing disused assets back into community use and which potentially may be eligible for funding under Connecting the Capital. An environmental education proposal was too closely tied to delivering the national curriculum to be considered. Another community gardening project was already well underway.
29. A potentially interesting idea for a hotel to be run as a social enterprise, unfortunately was not sufficiently developed to be considered for social investment and there would have been insufficient London benefit for consideration for a grant from CBT.
30. Of the remaining three, one was to roll out a tried and tested model but without a specific site in mind; another was to develop property owned by a housing association and the third from a disgruntled tenant who has been put in touch with some local organisations who may be able to assist.
31. It is proposed to launch a second call for ideas in the New Year, probably proposals for an early action initiative to address the effect of a lack of secure attachment on very young children.

David Farnsworth

CGO and Director of CBT

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Committee:	Date:
City Bridge Trust (CBT)	14 th November 2018
Subject: Financial Position of CBT in respect of Periods 1-6 (April-September 2018)	Public
Report of: Chief Grants Officer and Director of City Bridge Trust Chamberlain	For Information
Author Clare Wand, Senior Accountant Charities	

Summary

This paper sets out CBT's spend against budget for period 1 April to 30 September 2018. CBT was allocated a total budget of £23.4m in the financial year 2018/19. £21.5m of this budget was allocated to the grants programme. The actual grant spend as at the end of period 6 is £3.7m below budget, but this is partly offset by a £1m commitment agreed by the Court of Common Council, on recommendation of this Committee for the Mayor's Fund for Young Londoners and a further £550k agreed in July for the Funder Plus offer. Officers regularly review the profiling of the grants budget and are working to ensure that it will be fully committed by the end of the financial year. There is also an underspend compared to the original budget profile in two other main areas of local risk expenditure: Employee Costs, and Supplies and Services. Further details on these variances can be found in the report below. These variances are considered to be timing related (for example a delay in recruitment of new posts). Detailed forecasting has now commenced and the expected year end result shows an additional spend of £599k which is mainly due to designated funds for grant-making being utilised.

Recommendation

- a) That the report be noted.

Main Report

Table 1: CBT Budget v Actual Spend, Month Ending September 30th 2018.

	ACTUAL YTD	BUDGET YTD	VARIANCE	VARIANCE	ANNUAL BUDGET	FORECAST
Local Risk						
	£000s	£000s	£000s	%	£000s	£000s
Employees	(797)	(944)	147	16	(1,913)	(1,853)
Transport	(3)	(3)	0	0	(6)	(6)
Supplies and Services	(140)	(337)	197	58	(509)	(500)
Total Expenditure	(940)	(1,284)	344	27	(2,428)	(2,359)
Income	55	55	0	0	196	196
Total Local Risk	(885)	(1,229)	344	27	(2,232)	(2,163)
Central Risk						
Grants	(6,990)	(10,697)	3,707	34	(21,495)	(22,163)
Depreciation	-	-	-	-	(25)	(25)
Social Investment Income	90	123	(33)	(27)	400	400
Total Central Risk	(6,900)	(10,574)	3,674	35	(21,120)	(21,788)
Recharges	(1)	0	(1)	-	(106)	(106)
Total Net Expenditure	(7,786)	(11,803)	4,017	34	(23,458)	(24,057)

Further Explanation/Analysis of Table 1

Local Risk

Employee Costs

1. As a result of the implementation of Bridging Divides a new staffing structure was agreed which included some additional appointments. When the original budget was set in November 2017 we were hopeful that the new appointments would be in place from the start of the financial year 2018/19. The job evaluation process in respect of these new roles has now been completed (except for one role which is still ongoing) and recruitment has commenced with two permanent appointments being made (please see CGO

update report for further details). We are hopeful that all staff will be in post before the end of this financial year. The delay in these appointments will however result in CBT being under budget on salaries at the end of 18/19. Some of this underspend will be offset by the cost of temporary staff who are in place to fill some of the vacant posts. We will continue to monitor this budget and provide regular reforecasts.

Supplies and Services

2. At the end of period 6 supplies and services; which include consultancy, software maintenance and support, subscriptions and events and conferences, had an actual spend of £140k compared to a budget to date of £337k. Spending in areas such as staff training is less than expected due to the delayed recruitment process. Consultancy costs in the second half of the year will increase due to work being undertaken to guide CBT through the process of updating their current grants systems and supporting staff in the implementation of Bridging Divides and change management. The remaining underspend is timing related.

Income

3. The budget includes income from the Central Grants Programme and the Wembley National Stadium National Trust (WNST) contract.

Central Risk

Grants

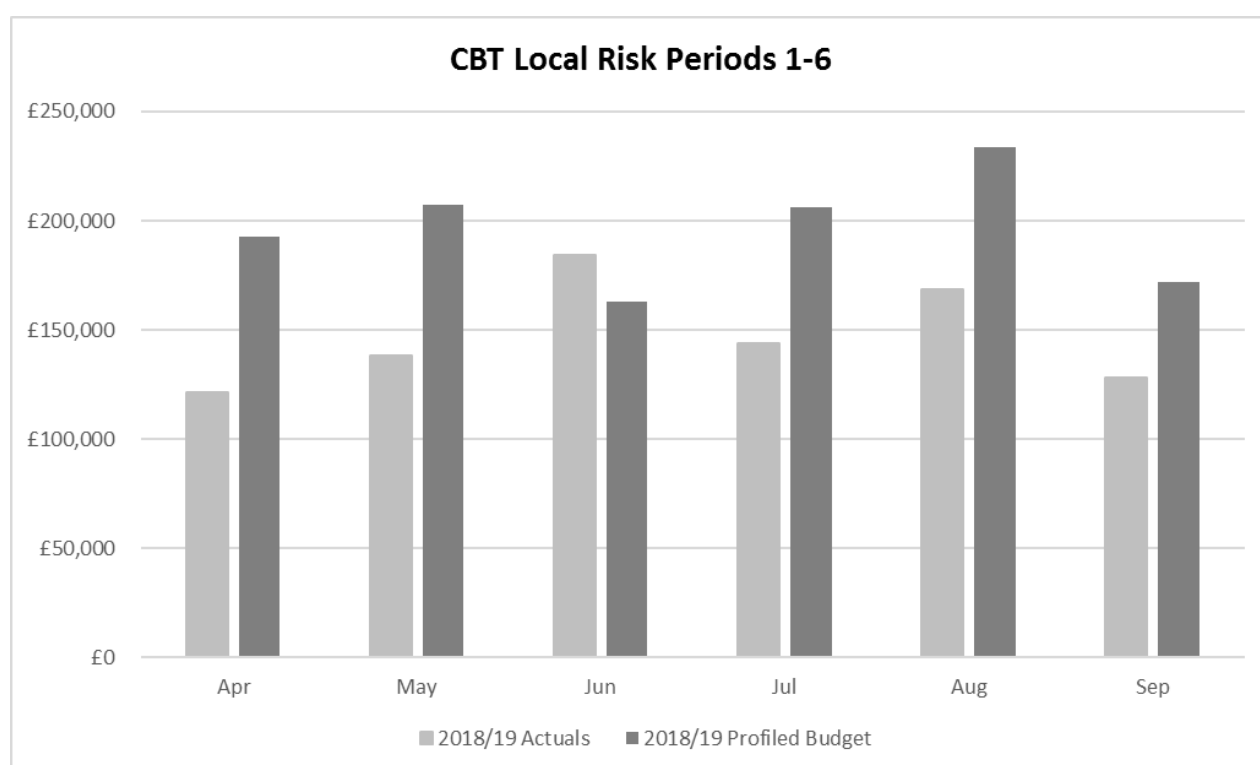
4. The actual grant commitment (which also includes directly related fees and services of £54k) as per the above table is £6.9m, resulting in a variance compared to budget of £3.7m. The 'actual' figure reported in the above table does not include the £1m for the Mayor's Fund for Young Londoners, it is envisaged that £700,000 of the £1m agreed will be committed within the next two months, with the balance retained until such time as the second round of grants are awarded by the GLA, probably late 2019. Your Committee also agreed to commit up to £500,000 of your 2018/19 grants budget, together with up to £50,000 non-grants expenditure, towards the first phase of its new Funder Plus offer, these funds are expected to be committed before the end of this financial year. This initiative will enable CBT grantees to access additional support, over and above their grant funding, to help make them stronger and more sustainable. Overall CBT expects to commit their full grants budget under the new core programme of 'Bridging Divides' as well as an element of the designated funds b/f from 2017/18.
5. A more detailed analysis of the grants budget can be found within the Grants Budget and Applications report.

Depreciation

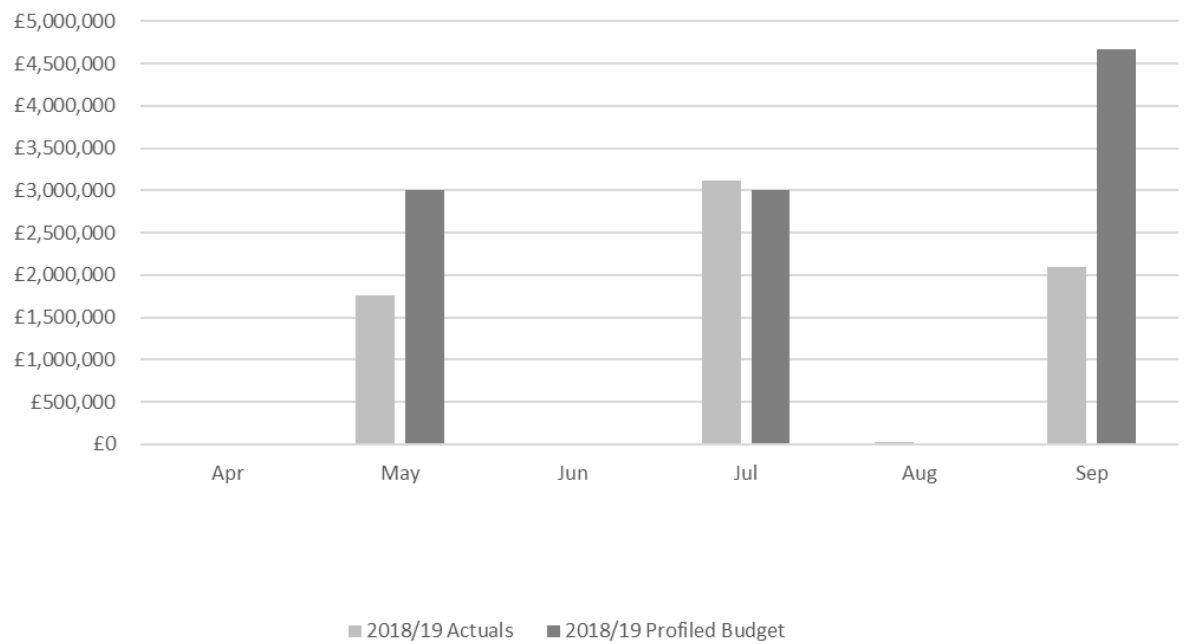
6. The charge for depreciation will be made in period 12 and represents a general allocation of depreciation on the Guildhall facility.

Social Investment Income

7. As reported previously a change against the original budget in 18/19 sees income associated with the Social Investments Fund now being included within the CBT budget to match where the responsibility for generating this income lies. A budget of £400k has now been allocated. The variance at the end of period 6 is as a result of social investment interest receipts yet to be transferred from our external custodian account and an amount which was due to be received in period 6 actually being received in period 7.



CBT Central Risk Periods 1-6



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Committee:	Date:
City Bridge Trust (CBT)	14 th November 2018
Subject: Proposed Revenue Budget 18/19 and 19/20	Public
Report of: The Chamberlain and The Town Clerk	For Decision
Author Clare Wand, Senior Accountant Charities David Farnsworth, City Bridge Trust	

Summary

19/20 is the second year of CBT's new 5-year funding strategy, Bridging Divides. This report provides the annual submission of the revenue budget overseen by the City Bridge Trust (CBT) Committee in the context of CBT's strategic and business priorities. It also highlights adjustments made to the 18/19 budget since it was originally presented in November 2017.

This report reflects:

- a) The original 18/19 budget, along with an explanation of the net adjustment to this original budget of £352k. This is mainly due to the inclusion of an income budget for social investment.
- b) A request for an increase in the Local Risk budget for 19/20 of £94k due to increased activity in Philanthropy and an increase in employee costs due to global corporation salary increases and current market conditions.
- c) A reduction in the Central Risk budget, which covers the charitable funding for the CBT, due to the majority of existing designated funds being utilised in 18/19.

Recommendations

Members are asked to:

- a) Review and approve the updated 18/19 revenue budget.
- b) Approve the 19/20 revenue budget.

Main Report

Background

1. A cy-près scheme agreed by the Charity Commission in 1995 enables Bridge House Estates (BHE) to distribute the Charity's surplus income to fund charitable purposes across Greater London. An amount of £100m has previously been approved to fund the 5-year Bridging Divides strategy. Any

uncommitted funding at the year-end will be held within a designated fund for the purposes of future charitable funding under the strategy agreed by the Court of Common Council.

Revenue Budget 18/19

2. Table 1 shows the original budget which was presented to this committee in November 2017. During the financial year 18/19 some adjustments were made to the original budget. These are as follows:
 - Carry forwards were agreed against local risk supplies and services totalling £54k, now forming part of the adjusted 18/19 budget.
 - Income generated by the Social Investment Fund is now included in the adjusted central risk budget (£400k) to match where the responsibility for generating this income lies.
 - A mid-year adjustment to our support services and capital recharges has reduced the original budget from £131k to £106k.
 - A mid-year adjustment to our depreciation charge has reduced the original budget from £31k to £25k.
 - An amount equal to the level of contribution pay paid in October has been added to the 18/19 budget salary from a centrally held budget.
3. The employee forecast now includes £30k for temporary staff to support the work on Philanthropy House. Details on all other variances can be found within the Management Accounts paper (Period 6) which forms part of your committee papers.
4. No additional resources are required for 18/19. The additional forecast spend of £599k is mainly due to designated funds, agreed by this committee for grant-making, being utilised earlier than anticipated in response to need.

Table 1: 18/19 Annual budget v Forecast 18/19

	Original Budget 18/19	Adjusted Budget 18/19	Forecast 18/19	Variance
Local Risk				
	£000s	£000s	£000s	£000s
Employees	(1,888)	(1,913)	(1,853)	60
Transport	(6)	(6)	(6)	-
Supplies and Services	(455)	(509)	(500)	9
Total Expenditure	(2,349)	(2,428)	(2,359)	69
Income				
Wembley National Stadium Trust	111	111	111	-
CGU Support	85	85	85	-
Total Local Risk	(2,153)	(2,232)	(2,163)	69
Central Risk				
Grants / Supplies and Services	(21,495)	(21,495)	(22,163)	(668)
Depreciation	(31)	(25)	(25)	-
Income				
Social Investment Income	-	400	400	-
Total Central Risk	(21,526)	(21,120)	(21,788)	(668)
Recharges	(131)	(106)	(106)	-
Total Net Expenditure	(23,810)	(23,458)	(24,057)	(599)

Revenue Budget 19/20

5. The Revenue budget for 19/20 to be approved is analysed between:
 - Local Risk budget - these are for the budgets deemed to be largely within the Chief Officer's control, covering operational spend.
 - Central Risk budget - these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outturn can be strongly influenced by external factors outside his/her control or are budgets of a corporate nature (e.g. interest on balances, rent incomes from investment properties and in the case of CBT, the grants budget and income earned from the Social Investment Fund (SIF).

- Support Services and Capital recharges - these cover budgets for services provided by one activity to another, covered by central departments in the Corporation.

Table 2: 19/20 Revenue Budgets for the City Bridge Trust Committee

	Adjusted Budget 18/19	Proposed Budget 19/20	Variance
Local Risk			
	£000s	£000s	£000s
Employees	(1,913)	(2,065)	(152)
Transport	(6)	(9)	(3)
Supplies and Services	(509)	(450)	59
Total Expenditure	(2,428)	(2,524)	(96)
Income			
Wembley National Stadium Trust	111	113	2
CGU Support	85	85	-
Total Local Risk	(2,232)	(2,326)	(94)
Central Risk			
Grants / Supplies and Services	(21,495)	(21,338)	157
Depreciation	(25)	(31)	(6)
Income			
Social Investment Income	400	530	130
Total Central Risk	(21,120)	(20,839)	281
Recharges	(106)	(107)	(1)
Total Net Expenditure	(23,458)	(23,272)	186

Analysis of the 19/20 Budget

Local Risk

Employee Costs

- 7) The proposed employee budget for 19/20 is £2,065k an increase of £152k compared to the 18/19 budget. This is due to the agreed Corporation salary increase for 18/19 and 19/20 being higher than the original budget and market conditions driving an increase in salaries offered above the starting point of the relevant grade. It is anticipated that CBT will recharge a proportion of the cost of

roles which now have pan-Corporation responsibilities which will reduce the net cost of employees, with the methodology for calculating this recharge currently being developed. This budget area also covers training costs to support what is now a larger team.

Table 3: Headcount Statement

	Headcount Full-time Equivalent Budget 18/19	Forecast Cost 18/19	Headcount Full-time Equivalent Budget 19/20	Estimated Cost Budget 19/20
	£000	£000	£000	£000
City Bridge Trust-Staff in post *	19.6	1,369	27.4	1,868
Wembley National Stadium Trust	1.3	95	1.3	97
Central Grants Unit	0.8	49	1.1	64
Vacant Posts- City Bridge Trust	5.1	171	-	-
Training and Recruitment Advertising	-	26	-	36
Temporary Staff	3	143	-	-
Total	29.8	1,853	29.8	2,065

*19/20 headcount and costs assume all staff will be in post.

Non- Employee Costs

Table 4: Detailed analysis of supplies and services.

	Adjusted Budget 18/19	Proposed Budget 19/20	Variance
	£	£	£
Equipment, furniture, materials	(4,000)	(3,000)	1,000
Printing, stationery, general office	(18,000)	(21,500)	(3,500)
Clothes, Uniforms	(1,000)	(1,000)	-
Fees & Services	(273,000)	(246,000)	27,000
Communications & Computing	(122,000)	(73,950)	48,050
Hospitality/Events/Conference Expenses	(61,000)	(70,200)	(9,200)
Subscriptions	(30,000)	(34,000)	(4,000)
Total	(509,000)	(449,650)	59,350

- 8) The proposed 19/20 budget for supplies and services has reduced when compared to 18/19, mainly due to the £103k included in the 18/19 budget for the new grants data base.
- 9) The 19/20 proposed budget includes a request for funding to support delivery of your agreed philanthropy strategy. The original model for philanthropy involved a grant to ACF which was budgeted for under central risk. Following an external review, activity to encourage more and higher impact philanthropy has been brought more in-house. The Philanthropy Director's salary is included in the employee budget line. The table above includes the proposed initial funding for the development and implementation of the philanthropy strategy and does not include any potential operational costs associated with Philanthropy House. This gives an overall operating expenditure budget request for philanthropy strategy, in addition to salary costs, in 19/20 of £92,150 including £30k to support due diligence around the role modelling pillar of the philanthropy strategy.

Income

- 10) The 19/20 budget shows a small increase in income from the Wembley National Stadium National Trust (WNST), as per the agreement covering the period 2018-2022. The budget also includes income from the Central Grants Unit. The level of staff time needed in this area is expected to be similar as 18/19, therefore the budget remains at the same level for 19/20.

Central Risk

Table 5: Grants Budget Analysis

	Proposed Budget 19/20
	£'000
Standard grants programme -Bridging Divides	(20,000)
Existing Designated Fund Spend:	
The Mayor's Fund for Young Londoners	(300)
Anniversary Programme/Employability	(195)
Anniversary Funds /Infrastructure	(843)
Total	(21,338)

- 11) The standard grants programme budget (Bridging Divides) remains at the same level as last year, being the annual amount of the £20m available for this programme. At the end of 18/19 it is anticipated that designated funds will continue to be available for the 20th Anniversary programmes. The first tranche of the Mayor's Fund for Young Londoners is expected to be committed by the end of 18/19, the remaining uncommitted balance will form part of the designated fund at the year end and is expected to be spent in 19/20.

Table 6: Movement in Designated Fund

	£
	£'000
Opening balance 01/04/18	3,735
18/19 Spend:	
Investors in London	(27)
Strategic Review	(58)
Anniversary Programmes	(2,462)
18/19 inflow:	
The Mayors Fund for Young Londoners	300
Estimated closing balance 31/03/19	1,488
19/20 Spend	
Anniversary Programmes	(1038)
The Mayor's Fund for Young Londoners	(300)
Estimated closing balance 31/03/20 *	150

*This closing balance represent the remainder of the previously agreed 5 year 20th Anniversary programme for Bridge to Work. This expected top be spent by the end of 21/22.

Depreciation

12)The depreciation charge has been confirmed at £31k for 19/20.

Social Investment Income

13)The social investment budget for 19/20 shows an increase of £130k when compared to 18/19. This amount includes an estimate for income expected from newly placed investments.

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Committee(s): City Bridge Trust ('CBT') - for Decision Policy and Resources – for Decision	Date(s): 14 th November 13 th December
Subject: Philanthropy Strategy Implementation Plan	Public
Report of: David Farnsworth, Chief Grants Officer and Director of City Bridge Trust ('CGO')	For Decision
Report author: Fiona Rawes. Philanthropy Director	

Summary

Your Committee approved the Philanthropy Strategy on 2nd May 2018. As this is a joint strategy encompassing both CBT and the City Corporation, the Policy and Resources Committee also approved it on 7th June 2018, and the paper was shared with the Court of Common Council on 21st June 2018.

The strategy commits the City Corporation and CBT to contribute to higher impact and higher value philanthropy through our role modelling in London and our support for, and awareness-raising about it in the UK and Internationally. A one page summary of the vision and key workstreams is set out on the final page of the proposed implementation plan in the attached Appendix.

This paper now sets out the implementation plan for the Committee's review and approval.

Recommendations

Members are asked to:

1. Note the implementation plan set out in the Appendix.
2. Agree the proposed change to the strategic framework set out in paragraphs 11-13 of this report.
3. Endorse the implementation plan for onward approval by the Policy and Resources Committee at its December 2018 meeting.

Main Report

Background

1. At your September 2015 meeting, a report was presented setting out the broad range of philanthropic activities supported by CBT to encourage more philanthropy (the giving of time, money, talent and other assets).
2. As a result of the report, you resolved to commission an independent review to look at the effectiveness of the various strands of work supported by CBT and to make recommendations for CBT's future strategic direction in this arena.
3. Rocket Science were therefore commissioned to undertake this review and the CBT Committee reviewed the recommendations of their final report in July 2016. These included a recommendation to appoint a Head of Philanthropy Strategy to develop and deliver a new, joint philanthropy strategy for CoLC and CBT.
4. In October 2017, Fiona Rawes joined as the Philanthropy Director and initiated a strategic review: this drew on the Rocket Science findings alongside further internal and external consultation, and analysis of our operating context.
5. These created the foundations for the Philanthropy Strategy.
6. Your Committee approved a two-stage approach to the development of the Philanthropy Strategy, approving the strategic framework in your May 2018 Committee meeting and asking your officers to work through, and return with, an implementation plan in Autumn 2018.

Current Position

7. Whilst the implementation plan set out in the Appendix outlines actions to take effect from January 2019, your Committee should note that significant action has already been undertaken to capitalise on existing opportunities which reflect the priorities of the Strategy. For example, your Philanthropy Director has co-lead research into the level and impact of giving by the Financial and Professional services sector (launched at the Mansion House in September), sponsored and contributed CBT expertise into sessions at the Global Donors Forum (10-12th September) and served on the steering group for the Centre for London Research into 'Giving More, Better, Together' which was launched by CPR at the Guildhall on 4th September.
8. Considerable work has also been undertaken with a range of colleagues within and beyond the City Corporation to develop the Philanthropy House proposal for consideration (see separate paper, under pillars 2 & 3 of the strategy).

Proposals

9. The implementation plan in the Appendix sets out proposed activities from January 2019 – March 2020.

10. This timescale has been chosen on the basis that these activities create strong foundations and will enable a much deeper understanding of the scope, scale and impact of our current philanthropic activity as well as determining the priority partners for support and awareness raising. Once this scoping has been undertaken we will then be in a position to make robust choices about our priorities for the longer term and the phase 2 implementation plan (likely to run from March 2020 to the Philanthropy Strategy's conclusion in March 2023) will reflect this
11. Through the consultation on the implementation plan, it has become clear that the framing of one of the potential workstreams in the strategy could be improved
12. Whereas the strategy committed CBT and CoLC to *'testing how their philanthropic engagement reduces inequality and increases social mobility'*, we would like to amend this so that CBT and CoLC *'test how their philanthropic engagement **contributes to a reduction in inequality and an increase in social mobility**'*.
13. This is because it is notoriously difficult and resource-intensive to delineate a clear causal link between a particular intervention and a particular outcome (as there are typically myriad different factors in play). Also, as a funder, we operate at one stage remove from our funding partners who deliver the interventions, which further obscures the causal link. Stating that we 'contribute to' a particular outcome therefore feels like a much more accurate description of our role.

Corporate & Strategic Implications

14. The implementation plan contributes to outcome 3 (people have equal opportunities to enrich their lives and reach their full potential) and outcome 5 (businesses are trusted and are socially and environmentally responsible) of the Corporate Plan.
15. It also contributes to CBT's Bridging Divides outcomes, summarised as follows:
 - For London to be a city where all individuals and communities can thrive, especially those experiencing disadvantage and marginalisation.
 - To reduce inequality and grow more cohesive communities for a London that serves everyone.
 - To develop London further as a global hub for charitable giving and social investment.
 - To use all our financial and non-financial assets, working collaboratively, to achieve our ambitions.

Implications

16. **Financial:** the resourcing required to support the implementation of this strategy is set out on p.1 of the implementation plan. With the exception of the Social Mobility role, all staff posts have been approved/appointed and are in budget. The Social Mobility role is still under discussion.

17. **Legal:** The Comptroller and City Solicitor's Department is already playing an active role in advising and supporting on charitable compliance for our philanthropic efforts and this will continue.
18. **Property:** Any property interests resulting from the strategy are being developed and worked through separately and will be reviewed by the relevant committees.
19. **HR:** Will be playing a key role in supporting the commitments within the Social Mobility Strategy and building on the strong foundations already established to ensure a consistent range of policies and practices relating to our volunteering.
20. **Risks and Mitigations:** are considered in the implementation plan.

Conclusion

21. We are now at an exciting stage where all the careful preparatory work to build a better understanding of how we maximise our considerable potential in the philanthropic space has now been undertaken and we have a plan ready for implementation. Your officers look forward to working with your Committee to draw on their skills, networks and insights to ensure that the vision of the Philanthropy Strategy can be fulfilled, notably that individuals and communities, especially those experiencing marginalisation, thrive as a result of higher impact and higher value Philanthropy.

Appendices

- Appendix 1: Implementation Plan

Background Papers

Philanthropy Strategy Paper

- for City Bridge Trust Committee: 2nd May 2018
- for Policy and Resources Committee: 6th September 2018

Fiona Rawes

Philanthropy Director, Town Clerk's Department

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Our vision is for individuals and communities, especially those experiencing marginalisation, to thrive as a result of higher impact and higher value Philanthropy¹.

Why this is important to us: We invest a significant amount of time, money, assets and skills in charities, both through City Bridge Trust ('CBT') and through its Trustee the City of London Corporation ('CoLC'). Currently, there is no real coherence nor community of practice within the City Corporation and its related charities around what constitutes high impact or high value philanthropy. Just as many of our business stakeholders have adopted a far more systematic and strategic approach to their philanthropy as part of a broader Responsible Business agenda, we have an opportunity to review our practice and ensure we are really role modelling excellence ourselves as well as using our assets, networks and convening power to help accelerate higher impact and higher value philanthropy externally. This strategy therefore relates to our own charitable giving as well as the role we play in the broader philanthropic ecosystem. We are particularly keen to explore our unique position at the nexus between Civil Society, business and local government and consider how we support and amplify high value and/or high impact philanthropic collaborations across those sectors to generate positive impact locally, nationally and internationally

What we will do to contribute to our Corporate and CBT outcomes, and the resources we will dedicate in support:

<p>The Corporate outcomes we aim to contribute to are:</p> <ul style="list-style-type: none"> • People have equal opportunities to enrich their lives and reach their full potential (outcome 3) • Businesses are trusted and are socially and environmentally responsible (outcome 5) <p>We also intend to contribute to CBT's Bridging Divides Outcomes:</p> <ul style="list-style-type: none"> • For London to be a city where all individuals and communities can thrive, especially those experiencing disadvantage and marginalisation. • To reduce inequality and grow more cohesive communities for a London that serves everyone. • To develop London further as a global hub for charitable giving and social investment. • To use all our financial and non-financial assets, working collaboratively, to achieve our ambitions. 	<p>What we will do:</p> <ul style="list-style-type: none"> • Build a better understanding of the nature of our own philanthropy and determine how we might role model to maximise its impact across the CoLC, Mansion House and CBT. • Provide financial and other support to philanthropic infrastructure organisations to enable higher impact and/or higher value philanthropy to be generated from others • Raise awareness of high impact and/or high value philanthropy through research, feasibility studies, convening and events, often in partnership with other bodies in order to improve philanthropic understanding and practice 	<p>Resources available to support the delivery of this strategy are</p> <p><u>Permanent Posts</u></p> <ul style="list-style-type: none"> • Philanthropy Director • Volunteering Manager • 0.30 of Admin resource • Input from the CBT Impact and Learning Team • Support from the CBT communication manager • Support from the Responsible Business/Social Mobility Manager (if this post is approved)
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Signs of Success: This implementation plan takes us through to March 2020 by which stage we will have analysed our current philanthropy data and practices to better understand what we are currently doing and what we could do better. We will understand much more about the resourcing, networks and expertise required to maximise our philanthropic potential and have a plan in place to achieve this longer term. We will have forged a range of strategic partnerships with key actors on the global philanthropic stage and have plans in place to maximise our collective potential to raise awareness of, and drive up engagement with, high impact and/or high value philanthropy in London, the UK and internationally. All of this will establish powerful foundations for what we seek to achieve by March 2023.

¹ The giving of money, time, skills and assets by individuals, businesses, trusts and foundations

Philanthropy Strategy on a page

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

Mission: the City Corporation and CBT contribute to higher impact and higher value Philanthropy through our role modelling in London and our support and awareness-raising in the UK and internationally.

Outcome: Role modelling

High impact philanthropy is role modelled by the City Corporation and CBT contributing, in particular, to a reduction in inequality and/or an increase in social mobility

Outcome: Support

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

Outcome: Awareness-raising

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

Outputs

1. The City Corporation and CBT have tested how their philanthropic engagement **contributes to** a reduction in inequality and/or an increase social mobility
2. The City Corporation and CBT's philanthropy is compliant, efficient, impactful and strategically aligned
3. The City Corporation fully harnesses its own expertise, assets, networks and those of its associated charities in support of CBT's 'Bridging Divides' Strategy.

Outputs

4. Greater collaboration through on and offline engagement and action
5. Philanthropic infrastructure partnerships are funded and new ones scoped
6. Our understanding of what our philanthropy has leveraged is deepened.

Outputs

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

Philanthropic focus: reducing inequality and/or increasing social mobility

Cause - agnostic

London focused

London, national and international focus

* The giving of money, time, skills and assets by individuals, businesses, trusts and foundations

3. Roles of different depts and associated charities to support this strategy

Department for Community and Childrens' Services: Support the Social Mobility strategy through the delivery of the Education and Employability Strategies for 2017-20, connecting City opportunities with the talent of Londoners to reinforce City competitiveness and support London communities. Input into the measurement of the impact of the Social Mobility strategy. Build on strong existing practice relating to support the Volunteering Strategy, playing an active role in contributing to, and learning from, the Volunteering Working Group.

Economic Development Office: Promote Social Mobility in its local, regional and national work with the financial and professional services sectors in pursuit of a competitive and thriving UK economy. Input into measurement of the impact of the Social Mobility strategy. Collaborate with CoLC-related charities such as The Lord Mayor's Appeal (TLMA) and Heart of the City (HoTC) to ensure an aligned offer to City Businesses around our social mobility offer, as part of EDO's broader 'inclusion' agenda.

Open Spaces: Support our efforts to understand how our open spaces investment reduces inequality/increases social mobility (alongside the other positive impacts of our Open Spaces). Ensure that the expertise and good practice of volunteer management amassed through Open Spaces is used to enrich our broader organisational practice relating to volunteers, and play an active role in contributing to, and learning from, the Volunteering Working Group.

Chamberlain's: Support our efforts to better understand the quantum and focus of our charitable giving, and the financial compliance of our charitable efforts.

Communications: Support CoLC, CBT, and partner charities (eg TLMA and HotC) as appropriate to ensure compelling and aligned overall messaging for the Philanthropy Strategy and resulting initiatives. Help mitigate reputational risks relating to this agenda. Internal communication of engagement opportunities eg volunteering, fundraising etc.

Human Resources: Deliver on commitments within the Social Mobility Strategy. Build on strong foundations already in place to enable further progress with CoLC volunteering through the new Corporate Volunteering strategy, including active engagement with the Volunteering Working Group. Input into the measurement for both strategies.

Corporate Strategy and Performance Team: Support with the annual reporting on the strategy.

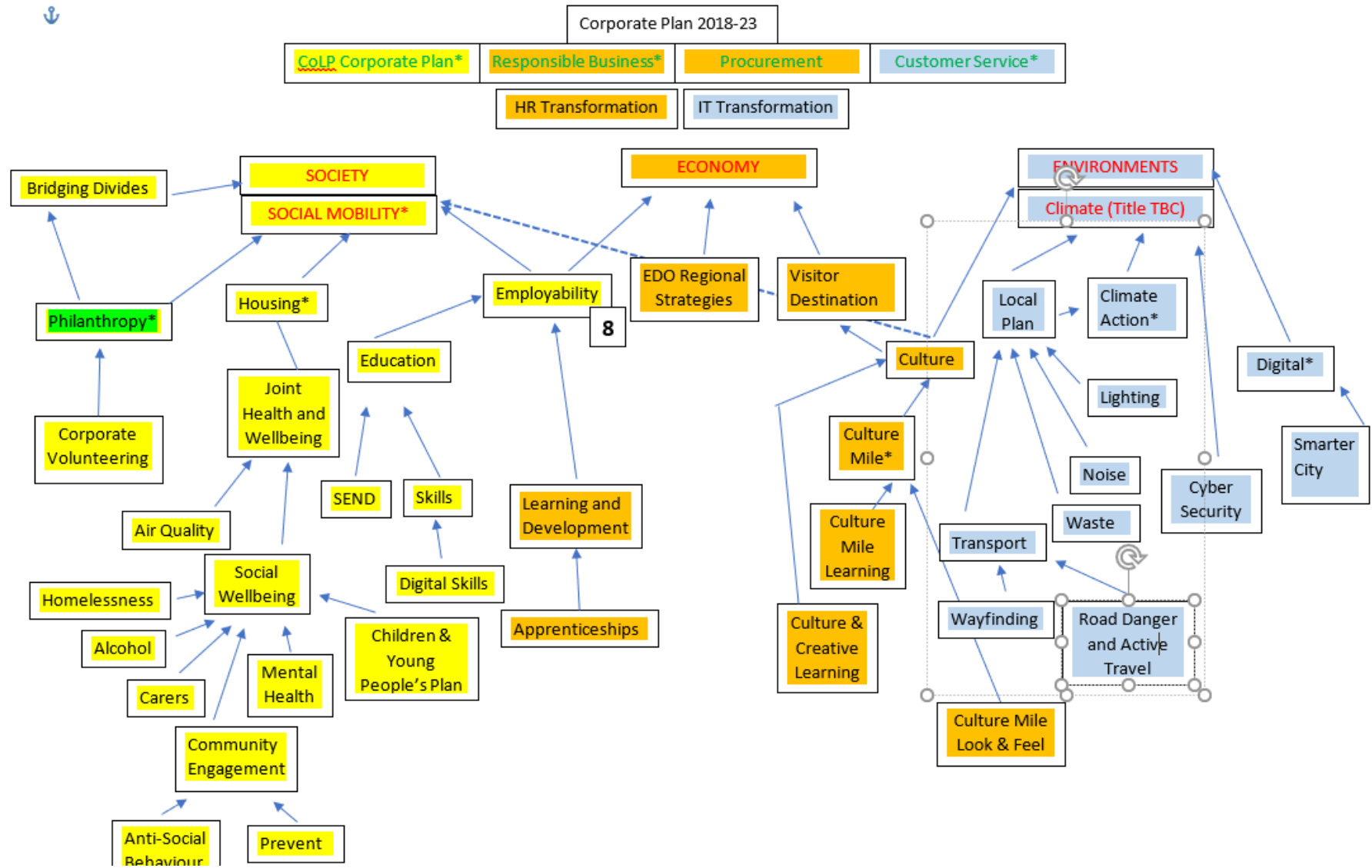
City Bridge Trust: Use learning partner insights to report on how CBT investments contribute to a reduction in inequality. Enrich the Volunteering Strategy as appropriate through provision of volunteering opportunities with CBT grantees to meet identified needs. Capitalise on 'Total Assets' support from the CoLC and ensure the value of this input is measured and communicated.

Heart of the City: Ensure a coherent and aligned approach alongside EDO and TLMA to communicating the Philanthropy Strategy to corporate members and contributors and support the CoLC as appropriate with the implementation of the strategy. Support place-based giving as agreed.

The Lord Mayor's Appeal: Ensure a coherent and aligned approach alongside EDO and HotC to communicating the Philanthropy Strategy to corporate contributors and prospects and support the CoLC as appropriate with the implementation of the strategy.

Cultural Institutions and Partners; Enable social mobility through inclusive cultural and creative learning activities that develop skills for residents, visitors, worker population and learners – including the learners in our schools. Input into the measurement to support the overall Social Mobility story enabled through the CoLC's philanthropy.

How this strategy relates to other CoLC strategies



The implementation plan.

We have three outcomes or 'pillars' to support this Vision.

Outcome 1 : High impact philanthropy is role modelled by the City Corporation and CBT contributing, in particular, to a reduction in inequality and/or an increase in social mobility

Outputs to support this outcome

- **1.1 Testing how the City Corporation and CBT's philanthropic engagement contributes to a reduction in inequality and/or increases social mobility. Activities from Jan 2019 – March 2020 will include:**
 - 1.1.1 City Corporation to identify its social mobility 'portfolio', review current measurement (if any) of it, identify what proxy measures would best indicate whether and how it increases social mobility, and develop and agree a measurement framework and action plan to execute
 - 1.1.2 CBT to develop a theory of change that demonstrates how its work contributes to reducing inequality
 - 1.1.3 CBT to develop a Bridging Divides Impact and Learning strategy and identify a measurement framework for key outcomes
- **1.2 Ensuring the City Corporation and CBT's philanthropy is compliant, efficient, impactful and strategically aligned. Activities from Jan 2019 – March 2020 will include:**
 - 1.2.1 Map philanthropic giving of cash, time, skills and assets taking place across City Corporation and CBT and code as appropriate against Social Mobility / Inequality / Other
 - 1.2.2 Test above giving against criteria for compliance, efficiency, impact and strategic alignment
 - 1.2.3 Review findings and develop recommendations for next steps

What we'll measure for outcome 1:

- Level of giving of time, money and benefits in kind across the CoLC² directed at reducing inequality/ increasing social mobility /other

Longer term, once measurement frameworks agreed:

- Agreed progress against identified CBT strategic outcomes³ to reduce inequality
- Agreed progress against social mobility strategic outcomes⁴ in the CoLC's social mobility strategy

² This is a measure in the CBT high level business plan

³ This is a measure in the CBT high level business plan

⁴ These outcomes are:

- The City of London Corporation is considered a valued advocate and thought leader for social mobility in the Square Mile, the City, London, the UK and beyond.
- We demonstrate through collaboration, partnership work, innovation and longitudinal evaluation the ways to ensure equality of opportunity for all and the removal of structural inequalities and barriers within our own organisation and beyond.
- Our employees, as well as the learners, residents and worker population we work with achieve positive social mobility outcomes, by nurturing their skills and talents to increase their access to opportunity within a society that understands the need for and importance of social mobility.

- **1.3 Fully harnessing the City Corporation's expertise, networks and those of its associated charities to maximise alignment with CBT's 'Bridging Divides strategy'. Activities from Jan 2019 – March 2020 will include:**
 - 1.3.1 Develop diagnosis tool for CBT grantees
 - 1.3.2 Diagnose CBT grantee need for Corporation inputs
 - 1.3.3 Assess skill supply from within City Corporation (and outside it via funder plus)
 - 1.3.4 Secure broker to match skills with needs
 - 1.3.5 Monitor and evaluate added value provided over time

Outcome 2 : Higher impact and/or higher value philanthropy is generated from others as a result of the City Corporation and CBT's support for the philanthropic infrastructure

Outputs to support this outcome:

- **2.1 Ensuring greater collaboration through on and offline collaboration. Activities from Jan 2019 – March 2020 will include:**
 - 2.1.1 Philanthropy House idea is developed as appropriate, subject to CBT and P&R committee agreements
 - 2.1.2 On and offline collaborative fora scoped, and key allies for collaboration identified.
 - 2.1.3 A plan for collaboration is developed with timescales for implementation agreed
- **2.2 Philanthropic infrastructure partnerships are funded and new ones scoped. Activities from Jan 2019 – March 2020 will include:**
 - 2.2.1 Bridging Divides 'connecting the capital' guidance for applicants is reviewed and any necessary adjustments agreed by CBT committee to reflect our commitment to fund philanthropic infrastructure bodies
 - 2.2.2 Communications plan agreed and implemented to communicate the opportunities to the sector
 - 2.2.3 Funding Managers are trained and supported to assess applications
 - 2.2.4 Emerging learning and refinements to practice are consolidated and communicated where appropriate through events etc (see 7 below)
- **2.3 Our understanding of what our philanthropy has leveraged has deepened. Activities from Jan 2019 – March 2020 will include:**
 - 2.3.1 A methodology/approach to calculating leverage across the City Corporation and CBT is developed
 - 2.3.2 The plan to apply this methodology/approach is agreed with timescales on an annual basis

What we'll measure for outcome 2:

- Grant spend levels and funder plus uptake and satisfaction against our philanthropy spend (within the 'Connecting the Capital' pillar of Bridging Divides)⁵
- For funding partnerships above £x (tbd) value, financial leverage achieved as a result of the City of London and CBT's philanthropy

⁵ This is a measure within the CBT high level business plan

Outcome 3 : Key audiences are better equipped to generate higher impact and/or higher value philanthropy as a result of CoLC and CBT's awareness raising activities about it.

Team outputs to support this outcome

3.1 Understanding of what drives effective philanthropy is increased and amplified through convening, research, thought leadership etc. Activities to support this from Jan 2019 – March 2020 will include:

- Key strategic partners for thought leadership are identified, a baseline for measurement of engagement levels established and partnership opportunities with them developed and scoped
- Vision for future events is set and criteria for prioritization agreed
- Events plan is shaped and delivered
- Capacity in CBT and EDO for research commissioning and management is assessed and a research plan developed accordingly for 2019-20

What we'll measure for outcome 3

- Engagement levels of key audiences with the CoLC and CBT's awareness raising (and, over time, progress of key audiences along an engagement continuum vs agreed targets)

Possible Barriers to success: The risks and mitigations in relation to this draft strategy are summarised below. It should be noted that the operational and reputational risks, already captured through the CBT contribution to the central risk register⁶, are also relevant.

Risks	Mitigations
Competing senior level agendas re about what is meant by 'high impact' philanthropy and how the City Corporation's philanthropic money or that of the charities to which it is trustee should be spent in pursuit of reduced inequality and/or increased social mobility.	<ul style="list-style-type: none"> • Apply the City Corporation and Bridge House Estates review, governance and approval processes to ensure appropriate checks and balances in place.
Lack of engagement and resourcing for the City Corporation colleagues to undertake the measurement required to track the impact of this strategy eg philanthropic spend and impact, volunteering inputs etc.	<ul style="list-style-type: none"> • Engagement of Summit Group in the development of this implementation plan for this strategy and, through them, their teams to ensure implementation proposals are feasible. • Work with the City Corporation Strategy & Performance team and the CBT Head of Impact and Learning to ensure measurement is co-ordinated, proportionate and aligned.
Lack of alignment with related charities eg TLMA, Heart of the City, those supported by the Central Grants Programme etc results in mixed messaging to external audiences re what constitutes high impact philanthropy .	<ul style="list-style-type: none"> • Engagement with the boards of these charities where relevant to ensure alignment with this strategy. • Monthly round table with EDO, CBT, HotC and TLMA teams to ensure alignment around strategy and associated plans.

	<ul style="list-style-type: none"> Development/refinement of a coherent communications plan to support delivery of this strategy to include narrative and key messages for target audiences supported by the relevant City Corporation, CBT and other communications leads.
Safeguarding risks when implementing the the City Corporation volunteering strategy.	<ul style="list-style-type: none"> Drawing on the expertise of DCCS and HR, ensure that the City Corporation and CBT's safeguarding policies and procedures are aligned, implemented effectively and that all volunteer safeguarding processes are fit for purpose.
Reputational issues relating to our strategic partners for this Strategy	<ul style="list-style-type: none"> Appropriate due diligence in advance of commitments to fund, partner with, or amplify the work of these partners supported by MOUs where appropriate committing them to alert us in advance if there are any reputational issues arising.

⁶ <H:\WP\JENNY\CoL Business\Risk Management\BHE Risk Register Report to CBT - 2016-17 JF-DF-KA amends.docx>
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Agenda Item 9

Committee	Dated:
City Bridge Trust	14 th November 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, Head of Impact and Learning	

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. 48 grant recommendations will be dealt with at today's meeting, including 24 recommendations for decision by Members today (see section 11 of today's papers). In addition, 2 grants are recommended from the funds (£500k) set aside at your last meeting for your Funder Plus offer. 24 grants are to be noted as approved by delegated authority since your last meeting (section 12c of today's papers).

Table 1: Today's recommendations						
Action	Investing in Londoners		Bridging Divides		Total	
	Nº	£	Nº	£	Nº	£
Grant recommendations	11	1,263,900	13	2,011,100	24	3,275,000
Approved by delegated authority up to £10,000	1	3,500	11	70,037	12	73,537
Approved by delegated authority from £10,001 - £25,000	0	0	2	20,000	2	20,000
Approved by delegated authority from £25,001 - £50,000	0	0	10	451,235	10	451,235
Total	12	1,267,400	36	2,552,372	48	3,819,772

2. A further 36 applications are either recommended for rejection, rejected by delegated authority or have been withdrawn or lapsed (sections 12b and 12d of today's papers).

Table 2: Today's rejections			
Action	Investing in Londoners	Bridging Divides	Total
	Nº	Nº	Nº
Recommended for rejection	6	10	16
Delegated rejections (to note)	0	10	10
Withdrawn (to note)	3	3	6
Lapsed (to note)	4	0	4
Total	13	23	36

3. There is 1 new variation to a grant award to report at today's meeting, leading to write-backs of £60k. The total value of variations this financial year is £429,551.

4. Table 3 shows the implications of today's recommendations against your 2018/19 grants budgets.

Table 3: Overall spend against 2018/19 total grants budgets						
	Bridging Divides/ Investing in Londoners		Anniversary Programmes		Total	
Budget		£		£		£
2018/19 Budget		20,000,000		0		20,000,000
2017/18 designated fund		0		2,830,900		2,830,900
Total budget		20,000,000		2,830,900		22,830,900
Grants awarded in 2018/19	8,690,996		256,455		8,947,451	
Less 2018/19 variations to date ¹	(369,551)		0		(369,551)	
Net grant commitments 2018/19 to date		8,321,445		256,455		8,577,900
Remaining budget 2018/19		11,678,555		2,574,445		14,253,000
Today's meeting						
Grant commitments		3,819,772		0		
Non-grant commitments ²		0		0		
Today's meeting total		3,819,772		0		3,819,772
Less today's variations	(60,000)				(60,000)	
Remaining budget 2018/19 after today's meeting		7,918,783		2,574,445		10,493,228

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¹ Variations are write-backs and revocations to active grants that result in amounts being returned to the Trust.

² 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	14 th November 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, Head of Impact and Learning	

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 £7,918,783 (39%) of your main grants budget (comprising both Bridging Divides and Investing in Londoner's grants schemes) left to spend.

Recommendation

Members are asked to:

- a) Note the report

Main Report

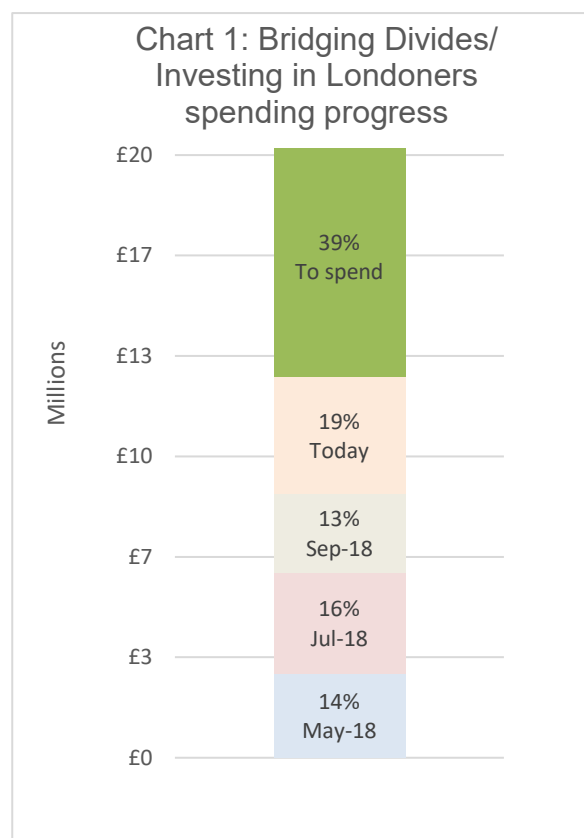
Background

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.

Bridging Divides and Investing in Londoners

2. Bridging Divides is City Bridge Trust' core grant scheme. It launched in April, replacing Investing in Londoners which ran from 2013 to 2018. 2018/19 will see grant awards made under both schemes as the final applications under Investing in Londoners are assessed. Both schemes use the same grants budget but, where appropriate, are reported on separately.
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 £7,918,783 (39%) of your Bridging Divides/Investing in Londoner's grants budget left to spend. Your January and March meetings will need to see a similar level of spend to today's meeting to spend the full year's budget. Your officers consider this is achievable.



5. **Grant variations:** Write backs of funds to date, including those reported at today's meeting, total £429,551. This represents 2.1% of the annual grants budget and, as such, is not unduly high.
6. **Assessments in progress:** The Trust is currently assessing applications, including Strategic Initiatives, at a total value of £17,087,579.

Table 1: Proposed use of remaining budget	
Value of submitted applications - under assessment	£16,557,579
Value of proposed strategic initiatives	£530,000
Total requests under assessment	£17,087,579

7. **Awards made against grant outcomes:** Under your Bridging Divides and Investing in Londoner's schemes you have several different programmes which aim to achieve different thematic outcomes. Charts 2 and 3 show the grant amounts awarded by programme area in the current financial year.

Chart 2: % total grant amount awarded by Bridging Divides programme, year to date (2018/19)

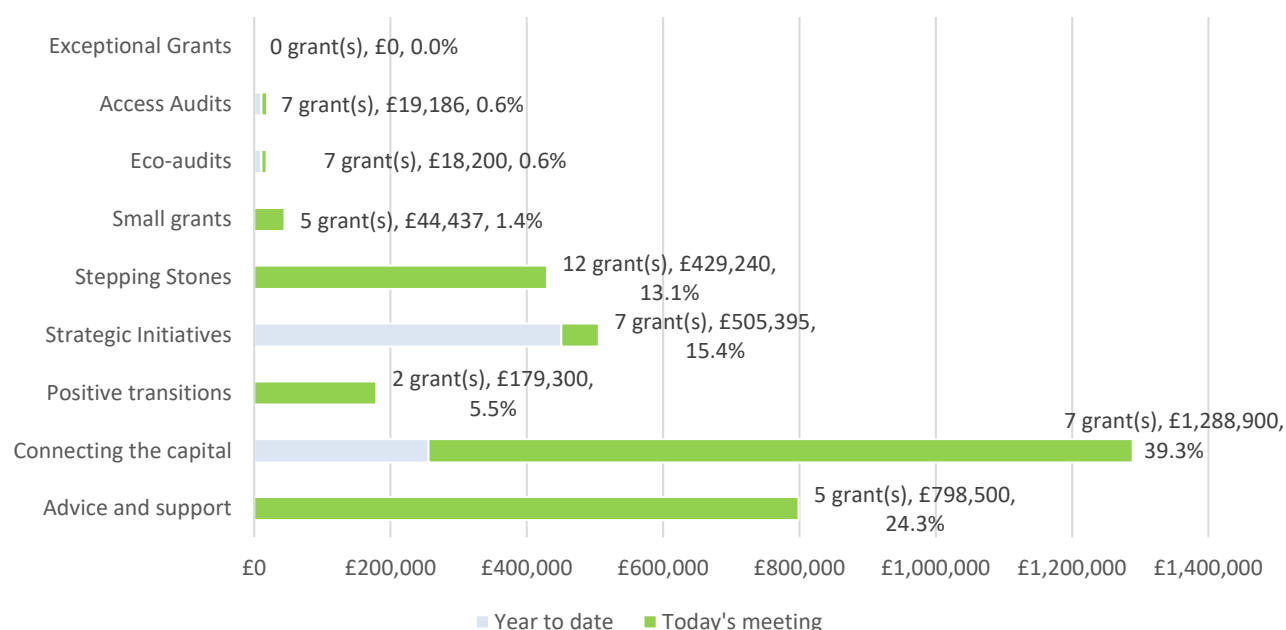
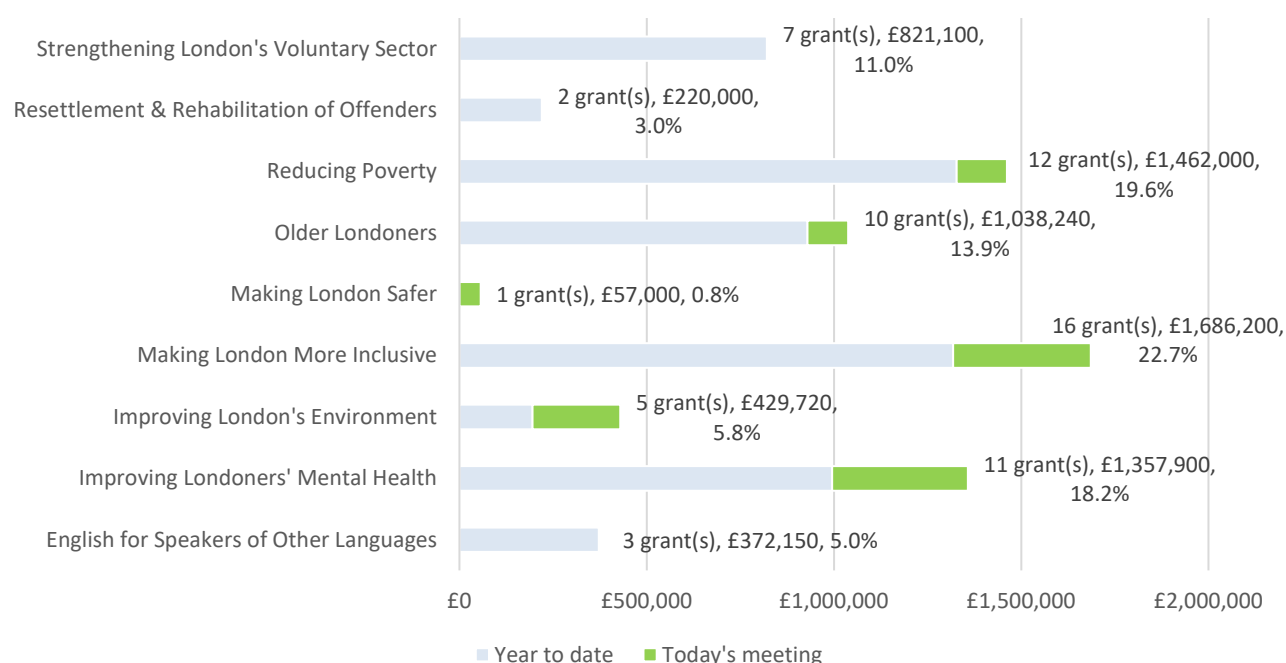


Chart 3: % total grant amount awarded by Investing in Londoners programme, year to date (2018/19)



Anniversary programmes

- 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:

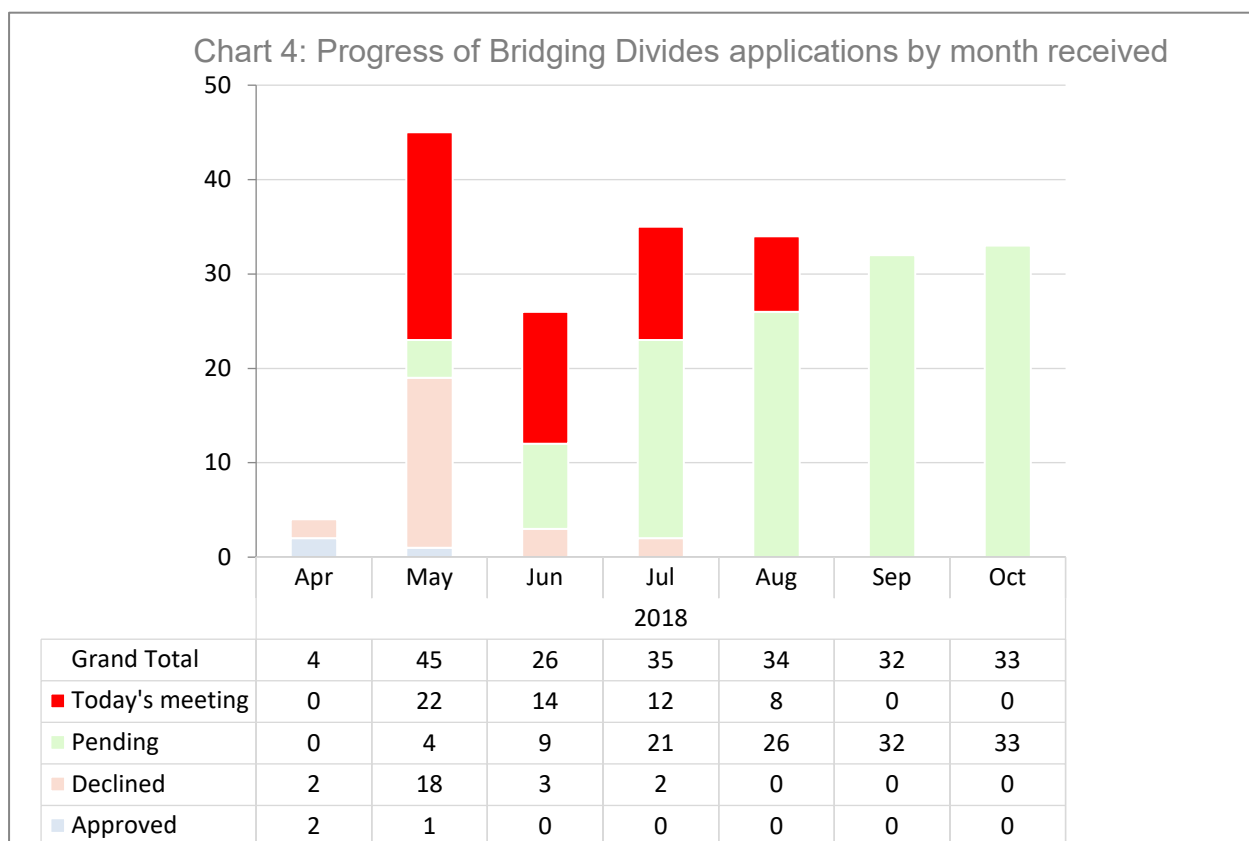
24% of the total Infrastructure Programme budget of £3,713,000 was committed at the end of 2017-18. Of this £256,455 has been approved in the year to date towards the Cornerstone Fund. The final £2,574,445 is forecast to be allocated in 2018/19 in line with the implementation of The Way Ahead and the Cornerstone Fund.

11. Prince's Trust

The Trust has managed a 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.

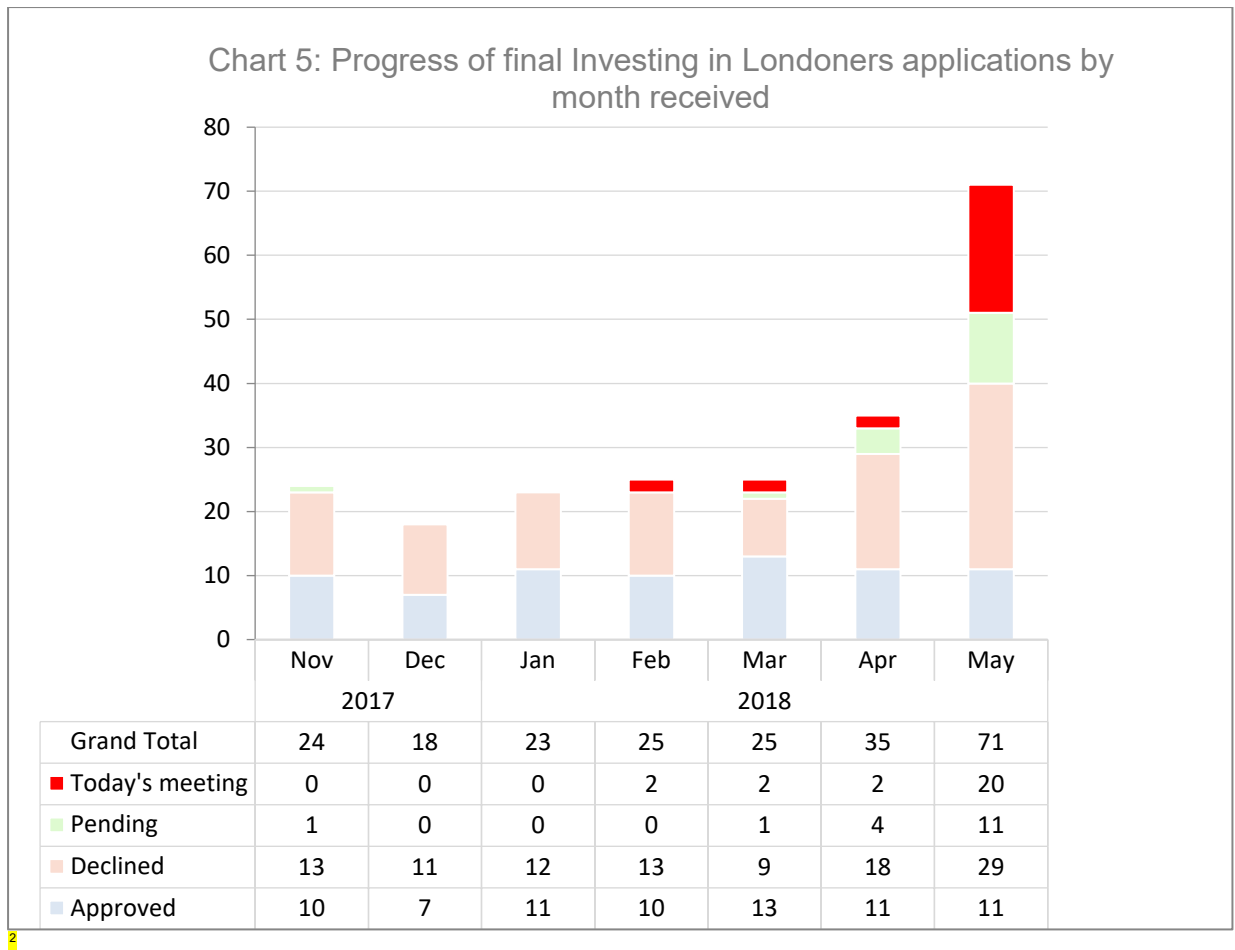
Work in progress

- 12. Progress of applications:** Chart 4 shows the application rate and progress of Bridging Divides applications. Bridging Divides opened to applications on 23rd April 2018. To date 209 applications have been received. The high level received in May is almost entirely due to the deadline for the latest round of Stepping Stones. 56 applications (plus 2 strategic initiatives) will be considered at today's meeting. You can see the application rate has steadily increased and settled at a level of around 33 applications a month. This seems slightly higher than under Investing in Londoners, but it is too early to establish whether this is a new trend.



13. Chart 5 shows the progress of the final Investing in Londoner's applications. The Investing in Londoners grants scheme closed to new applications on 20th April 2018. The peak in applications in May reflects this closure as applications already underway at the closure were given until May to be submitted. 26 applications will be considered at today's meeting leaving 17 pending. Many of these were incomplete at the time of application hence there being a comparatively long period of time before assessment could commence. Your officers aim to take these to your January 2019 meeting.
14. The application shown as pending from last November is, at the time of writing, seeking approval under delegated authority.

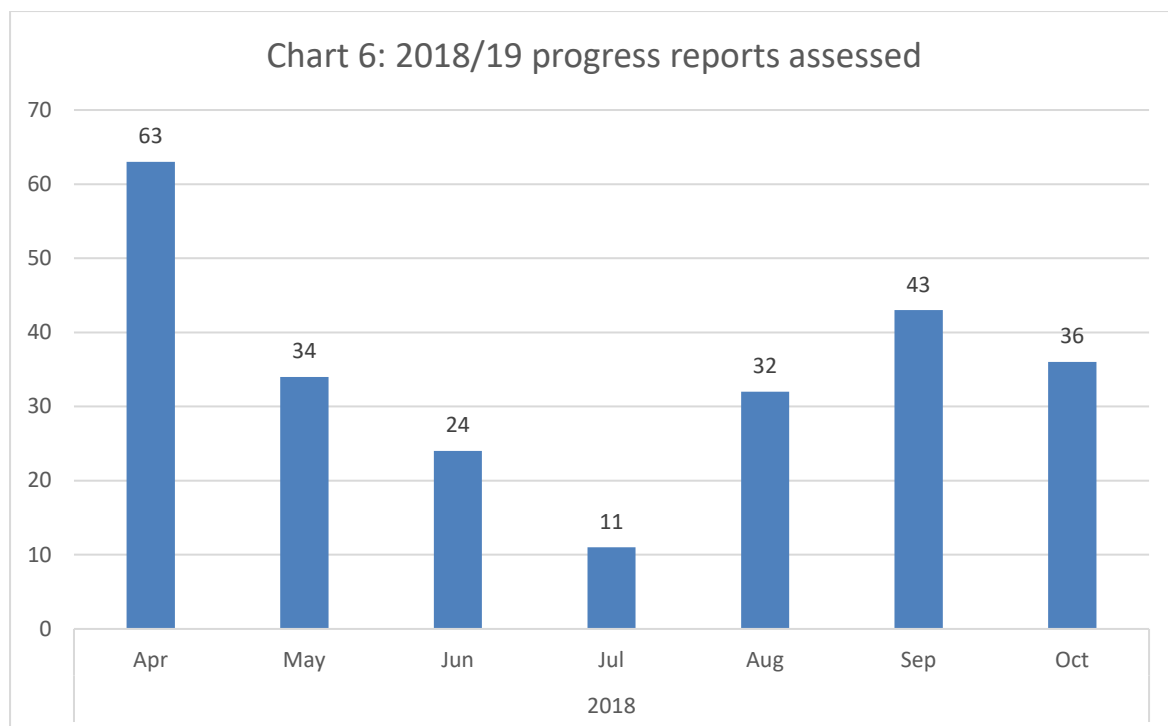
¹ The Chart excludes strategic initiatives, partnership programmes and exceptional grants as they are usually approved through a different application process than your standard Bridging Divides grants. Eco audits and stepping stones received before the launch of Bridging Divides in April are considered as part of Investing in Londoners.



15. **Grants in Management value:** The total value of the grants (approximately 680) currently under the on-going management of your Funding Managers is approximately £ 28,494,894.

16. **Grants in management learning and monitoring:** In the financial year to date your officers have assessed and signed off 243 annual progress reports from grantees. Chart 6 shows the completion of reports by month. You will see that numbers dipped over the summer as officers focused their attentions on finalising Investing in Londoners assessments. However, numbers have now returned to the level we would expect. In addition, the Trust has completed 25 learning visits, 13 unannounced visits, 5 compliance visits and 3 Chief Officer visits with grantees.

² *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. Eco audits and stepping stones are considered as part of Investing in Londoners until launch of Bridging Divides in April.



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INDEX OF GRANT RECOMMENDATIONS

	Ref No.	Organisation	Requested Amount	Recommended Amount
Investing In Londoners				
<u>Improving London's Environment</u>				
a	14718	Freightliners City Farm	£108,000	£123,600
b	14738	Women's Environmental Network Trust	£95,769	£110,600
<i>Total Improving London's Environment</i>			£203,769	£234,200
<u>Improving Londoners' Mental Health</u>				
c	14702	One In Four	£98,900	£99,000
d	14731	Shooting Star CHASE	£127,270	£125,000
e	14687	The WISH Centre	£124,701	£138,300
<i>Total Improving Londoners' Mental Health</i>			£350,871	£362,300
<u>Making London More Inclusive</u>				
f	14732	Southside Partnership	£168,484	£168,500
g	14739	St John the Evangelist Church, Kingston	£99,300	£99,300
h	14740	The Old Vic Theatre Trust 2000	£100,000	£100,000
<i>Total Making London More Inclusive</i>			£367,784	£367,800
<u>Making London Safer</u>				
i	14742	Why me? Victims for Restorative Justice	£120,537	£57,000
<i>Total Making London Safer</i>			£120,537	£57,000
<u>Older Londoners</u>				
j	14701	Neighbourly Care Southall	£108,391	£108,500
<i>Total Older Londoners</i>			£108,391	£108,500
<u>Reducing Poverty</u>				
k	14605	Islington People's Rights	£127,544	£134,100
<i>Total Reducing Poverty</i>			£127,544	£134,100
<i>Total Investing in Londoners</i>			£1,278,896	£1,263,900

	Ref No.	Organisation	Requested Amount	Recommended Amount
Bridging Divides				
<u>Advice and Support</u>				
l	14896	Camden Community Law Centre	£136,624	£136,700
m	14905	Hillingdon Carers	£175,361	£175,000
n	14913	Islington Law Centre	£186,033	£185,800
o	14871	Southwark Law Centre	£100,890	£101,000
p	14887	Zacchaeus 2000 Trust	£200,000	£200,000
<i>Total Advice and Support</i>			£798,908	£798,500
<u>Connecting the Capital</u>				
q	14966	Bonny Downs Community Association	£172,938	£100,700
r	14916	Community Southwark	£444,400	£326,900
s	14956	Hoxton Health	£77,604	£77,600
t	14914	Migrant & Refugee Communities Forum m	£304,253	£300,100
u	14898	Museum of Brands, Packaging and Advertising	£80,000	£80,000
v	14891	Surrey Docks Farm	£148,031	£148,000
<i>Total Co nnecting the Capital</i>			£1,227,226	£1,033,300
<u>Positive Transitions</u>				
w	14865	Open Door, Young People's Consultation Service	£94,522	£94,500
x	14954	Roma Support Group	£84,716	£84,800
<i>Total Positive Transitions</i>			£179,238	£179,300
<i>Total Bridging Divides</i>			£2,205,372	£2,011,100
Grand Totals			£3,484,268	£3,275,000

MEETING: 14/11/2018

Ref: 14718

ASSESSMENT CATEGORY - Improving London's Environment

Freightliners City Farm

Adv: Jack Joslin

Base: Islington

Benefit: Islington

Amount requested: £108,000

(Revised Request: £123,600)

Amount recommended: £123,600

The Applicant

Freightliners City Farm (FCF) was established as a charity in 1973 and is now located on an open-space site in the heart of Islington, close to Holloway Rd, with the overall purpose of providing farm-themed educational and recreational resources for the whole community. It was originally located on waste land behind King's Cross and used old railway goods' vans to house the animals – hence the name. It moved to its half-hectare current site in 1978 and purpose-built farm buildings were erected in 1988. The Farm runs a variety of programmes and activities for all ages – all centred around a wide range of livestock (including 5 beehives). There are areas set aside for smaller children to handle rabbits, guinea pigs and goats; as well as pens of pigs and a wide variety of chickens and ducks. Other areas of the farm include rare species of apple trees. Classes and workshops are run on spinning and weaving; bread-making; composting and other related subjects – whilst school groups are regular visitors. The farm also runs a cafe on site as a social enterprise.

The Application

Funding is being sought to employ a full time Farm Development Manager over three years who will be responsible for overseeing and bringing together the various practical aspects of the farm's work. Jobs will include work on the farm and managing over 60 volunteers, garden and site improvements, programme development, café management and to oversee the many small community projects that take place on the farm.

The Recommendation

FCF is the second oldest City farm in London and has been delivering on its current site for the last 40 years. The charity is well established in Islington and provides a safe haven for local residents and communities in a densely populated part of London. Funding is being sought to introduce a new management post to oversee the many projects and general upkeep. This role will be crucial to the farm's development and establishing its long-term future as an integral part of the local community. At assessment the applicant acknowledged that they had not included management and some overhead costs in the budget, which has subsequently been revised to include these. This project meets the outcome of your Improving London's Environment programme and funding is recommended as follows:

£123,600 over three years (£40,400; £41,500; £41,700) for the full-time Farm Development Manager (37.5hpw) and associated running costs.

Funding History

Meeting Date	Decision
10/07/2007	£73,000 over three years (£24,500; £24,000, £24,500) for the salary of a full-time Recreation Access Project Co-ordinator and associated running costs of a project to support disabled people.

Background and detail of proposal

FCF is positioned right in the heart of Islington, one of the most densely populated boroughs in UK. It has been based at the site for 40 years and is a hub of activity for the diverse population that surrounds it. The farm hosts an estimated 45,000 visits a year including pupils from local schools, a range of local community organisations and the public. A recent impact evaluation carried out by Rocket Science highlighted the farm as a space of learning and personal development and a refuge and safe haven for visitors and volunteers. Participants identified that their health and well-being was improved by involvement in the farm space and they felt less isolated and more connected with the community through coming to the farm. Maintaining and managing a multifaceted green space for the benefit of a diverse community can be a real challenge and one the farm is looking to bolster with this funding. The Farm Development Manager will increase capacity in the management of the farm and oversee the practical activities on offer, while developing new projects and programmes with the local community. This role will also enable the Chief Executive to focus more on long term strategy, income generation and providing oversight and coordination of the whole farm's objectives to ensure that the small staff team are informed and supported in their roles.

Financial Information

In 2017 the charity moved its financial year end from March to September. March and April are one of the busiest times for the farm and with a small staff team this led to issues with filing accounts with the Charity Commission on time. Reserves for the charity are reflected as negative in the table below, however FCF has a fundraising strategy in place and will be ensuring they can increase unrestricted reserves through donations, local giving and being the Mayor of Islington's Charity of the year for 2018.

Year end as at 30 September	2017 Examined Accounts 18 Month Period £	2018 Draft £	2019 Budget £
Income & expenditure:			
Income	386,245	245,675	248,000
- % of income confirmed as at 16/10/2018	n/a	100%	32%
Expenditure	(395,102)	(223,302)	(247,600)
Total surplus/(deficit)	(8,857)	22,373	400
Split between:			
- Restricted surplus/(deficit)	(9,428)	22,000	0
- Unrestricted surplus/(deficit)	571	374	400
	(8,857)	22,374	400
Cost of Raising Funds	5,187	727	2,000
- % of income	1.3%	0.3%	0.8%
Operating expenditure (unrestricted funds)	237,518	172,427	136,600
Free unrestricted reserves:			
Free unrestricted reserves held at year end	(3,291)	(2,917)	(2,517)
No of months of operating expenditure	-0.2	-0.2	-0.2
Reserves policy target	59,380	43,107	34,150
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(62,671)	(46,024)	(36,667)

MEETING: 14/11/18

Ref: 14738

ASSESSMENT CATEGORY - Improving London's Environment

Women's Environmental Network Trust

Adv: Julla Mirkin

Amount requested: £95,769

Base: Tower Hamlets

Benefit: Tower Hamlets

Amount recommended: £110,600

The Applicant

Founded in 1988, the Women's Environmental Network (WEN) is an environmental charity that focuses on the relationship between women's empowerment, the environment and health. WEN aims to empower women to make environmentally informed choices, becoming agents of change in their families, communities and in society, and to participate equally in an environmentally sustainable future. WEN's Local Food Programme has championed community food growing projects in some of London's most deprived communities for over 15 years. Local food growing activities are considered to be a powerful medium, through which marginalised women can engage with local and global environmental issues; improve their health; learn new skills; make friends and celebrate their own food knowledge and heritage.

The Application

Funds are requested for a part-time Coordinator and expansion of the Tower Hamlets Food Growing Network (THFGN) activities, including local food growing projects and opportunities for more Londoners to improve their wellbeing and environmental knowledge.

The Recommendation

WEN has featured in Big Lottery's good practice video report, 'More Than Just the Veg' and has been used as a case study in 'Growing Health', published by Garden Organic and Sustain. The amount recommended is higher than that requested as a contribution to core costs has now been included, as have Volunteers' expenses, including the additional travel expenses incurred by Volunteers with limited mobility.

£110,600 over three years (£35,720; £37,160; £37,720) towards the part-time (3.d.p.w) salary of the Tower Hamlets Food Growing Network Coordinator, activity costs and a contribution to core costs of the Women's Environmental Network.

Funding History

Meeting Date	Decision
10/01/2013	£10,000 over two years (£2 x 5,000) towards the salary and project costs for four BAME women-led community food growing projects.

Background and detail of proposal

The Tower Hamlets Food Growing Network (THFGN), coordinated by WEN, has created twenty new growing spaces in Tower Hamlets, some of which are in social housing settings. THFGN activities include delivering leadership training, called 'Garden Leaders', that supports female residents to take on the leadership of its growing spaces; the 'Spice it Up' programme, which offers gardening training for BAME women; healthy eating sessions are delivered through THFGN's 'Live Well' programme and therapeutic gardening through its 'Soil Sisters' programme. Four network gatherings are convened per year and the community seed library is run without any dedicated staffing. This proposal seeks to fund a part-time Coordinator

for THFGN and to contribute to existing programme costs, with some additional resource for developing new activities. Over the proposed three-year funding period, WEN will deliver outreach into hard-to-reach communities; it will increase access to food growing activities in Tower Hamlets and expand its network, supporting the development of new growing projects.

Over the three-year proposed funding period, quarterly network meetings will be delivered, each attracting approximately 100 attendees. Two 4-week long growing courses and two growing tours will be organised annually - one to a project in Tower Hamlets and one to Kew Gardens. The network will establish five new growing spaces in Tower Hamlets annually and will develop a database of all the borough's growing projects with a view to promoting volunteering and social prescribing. THFGN also proposes to deliver an annual training day for social prescribers and healthcare professionals to strengthen referral pathways. The proposal includes work to restructure THFGN's membership offer, expanding membership and creating a formal community steering group to shape the work of THFGN.

Financial Information

In the last three years, WEN has had three grants to support its organisational development, including a Local Sustainability Fund (LSF) grant in 16-17 to build capacity in financial management; Comic Relief funding for three years (ending in Jan 19), for core costs; and a Building Capabilities Fund grant from the Big Lottery, which ends in November 2018, and funded an organisational review. Following this period of development WEN has a new organisational strategy, improved financial systems and has increased the capacity of its senior leadership team, costs for which will be covered from WEN's reserves, whilst it works to diversify its income streams. A proposal to increase WEN's reserves target to £50k is being presented to the Board imminently with the aim of achieving this target by the end of 18-19. These developments demonstrate how WEN is moving away from an overdependence on restricted project funding, which offered minimal funding for fundraising, training and strategic development. This proposal is to fund the development of a core programme of work and to expand the organisation's membership base. WEN was also invited to submit a second stage application to Esmée Fairbairn for core support costs in Oct 18.

Year end as at 31 March	2017 Examined Accounts £	2018 Draft Accounts £	2019 Budget £
Income & expenditure:			
Income	147,512	207,429	315,467
- % of income confirmed as at 21/08/18	n/a	n/a	70%
Expenditure	(146,647)	(141,200)	(319,006)
Total surplus/(deficit)	865	66,229	(3,539)
Split between:			
- Restricted surplus/(deficit)	(4,296)	41,757	(3,540)
- Unrestricted surplus/(deficit)	5,161	24,472	1
	865	66,229	(3,539)
Cost of Raising Funds	0	0	0
- % of income	0.0%	0.0%	0.0%
Operating expenditure (unrestricted funds)	41,418	19,889	63,249
Free unrestricted reserves:			
Free unrestricted reserves held at year end	38,172	62,644	62,645
No of months of operating expenditure	11.1	37.8	11.9
Reserves policy target	10,355	4,972	15,812
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	27,818	57,672	46,833

MEETING: 14/11/2018

Ref: 14702

ASSESSMENT CATEGORY - Improving Londoners' Mental Health

One In Four

Adv: Julla Mirkin

Amount requested: £98,900

Base: Lewisham

Benefit: Lewisham

Amount recommended: £99,000

The Applicant

Established in 1999, *One In Four* (OIF) specialises in supporting survivors (and their families) of recent and historical sexual abuse through the provision of counselling. OIF operates from two sites, one in Lewisham and one in Islington, from where over seventy counsellors provide weekly one-to-one sessions for up to two years to 250 survivors each week. OIF prides itself in bringing an understanding steeped in lived experience to its work. Most of its clients are female from a diversity of backgrounds, who experienced sexual abuse in childhood. However, OIF also delivers prevention work in schools; professional development and some advocacy work for survivors engaging with the criminal justice system.

The Application

OIF requests funding towards the salary of its Clinical Coordinator and Well-being Lead, who manages the clinical team in Lewisham and oversees the delivery of the organisation's preventative work. The post is currently voluntary (0.6FTE), and the proposal is to make it a paid post and increase it to 0.8FTE. With the additional capacity, the organisation hopes to meet the growing demand for its services.

The Recommendation

OIF is affiliated with the British Association for Counselling and Psychotherapy (BACP) and is a member of the Survivors Trust, ensuring that it is well networked and up-to-date with current policies and practice. It is your officer's recommendation that any potential grant be contingent on satisfactory income secured in year one.

£99,000 over three years (£31,700; £33,100; £34,200) for the post of Clinical Coordinator and Well-being Lead (4.d.p.w), NI and pension contribution. Drawdown is contingent upon receipt of a revised budget that demonstrates the sustainability of the charity's income.

Funding History

N/a

Background and detail of proposal

Over the past year, OIF has seen a 50% increase in demand for its counselling services; there has been an increase in referrals from educational and medical institutions and greater interest from family members to learn, understand and support victims with their recoveries. It is difficult to provide accurate prevalence data for sexual abuse due to the complexities of definition, methodology, and due to under-reporting. Despite this, however, it is widely agreed that incidence is on the increase, both nationally and within London. (Crime Survey for England and Wales 2017). The Metropolitan Police Service Data 2016/17 also points to this trend, reporting that sexual offences against children increased by 9.5% in one year. Recent high-profile court cases may be influencing reporting of childhood sexual abuse; other grantees working in this sector have also indicated, anecdotally, that this is the case.

Prison Reform Trust Data stated that 53% of women in prison report having experienced emotional, physical or sexual abuse as children. The applicant reports that victims often become caught in a cycle of negative behaviour, affecting educational and professional outcomes and their ability to manage anger or have positive, intimate relationships. Self-harming behaviour, such as unprotected sex; developing eating disorders or becoming involved in domestically violent adult relationships, sometimes leading to adult rape, are common amongst OIF's clients.

The post for which funds are requested has two areas of focus: streamlining the management of OIF and improving the organisation's preventative and early intervention work. It is felt that the additional security of the proposed funding would allow the organisation to plan strategic development over a longer period. It is proposed that the post-holder will realise organisational developments by recruiting and retaining more counsellors; clients will be more supported through closer monitoring of attendance; clients' feedback forms will be more thoroughly monitored and analysed; and closer relationships with local NHS trusts will be developed. It is hoped that through an enhanced focus on the organisation's work with schools that more support will be available to young people at the point of disclosure; victims will be referred to specialist support quickly; more discussions will be led in schools about boundaries and consent; teachers will be trained to recognise the signs of abuse and support will be extended to include primary schools.

Financial Information

Since 2015, OIF's turnover has been on a steady upward trajectory. However, OIF needs to invest in its operational capacity to ensure its longer-term sustainability. This is demonstrated by the lack of any fundraising expenditure included in the table below, which is due to OIF being largely volunteer-led. Accounts for 2017 show that just under 50% of OIF's income came from donations and legacies, which would go some way to explaining the level of secured income at the time of writing. Remaining income was generated through earned income (26.5%) from workshops and grants (24%), indicating low exposure to cuts in public-sector funding. The proposal to build the organisation's capacity is unlikely to impact on OIF's finances in the short-term but will support it to extend its reach; build its reputation and develop new partnerships, all which have the potential to support its longer-term sustainability.

Year end as at 05 APRIL	2017 Examined Accounts £	2018 Forecast/Draft £	2019 Budget £
Income & expenditure:			
Income	172,816	190,243	192,305
- % of income confirmed as at 14/08/18	n/a	100%	15%
Expenditure	(176,949)	(208,411)	(186,100)
Total surplus/(deficit)	(4,133)	(18,168)	6,205
Split between:			
- Restricted surplus/(deficit)	(19,208)	5,549	0
- Unrestricted surplus/(deficit)	15,075	(23,717)	6,205
	(4,133)	(18,168)	6,205
Cost of Raising Funds	0	0	0
- % of income	0.0%	0.0%	0.0%
Operating expenditure (unrestricted funds)	136,243	203,960	142,795
Free unrestricted reserves:			
Free unrestricted reserves held at year end	71,079	47,362	53,567
No of months of operating expenditure	6.3	2.8	4.5
Reserves policy target	34,061	50,990	35,699
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	37,018	(3,628)	17,868

MEETING 14/11/2018

Ref: 14731

ASSESSMENT CATEGORY - Improving Londoners' Mental Health

Shooting Star CHASE

Adv: Kate Moralee

Base: Richmond

Benefit: Croydon

Amount requested: £127,270

(Revised request: £125,150)

Amount recommended: £125,000

The Applicant

Shooting Star CHASE (SSC) is a charity formed in 2011, the product of a merger between Shooting Star Trust and CHASE Hospice Care for Children. It provides bespoke clinical and emotional care for 700 life-limited children and their families with over 50% living in West London. It has recently developed two satellite hubs in Wembley and Croydon.

The Application

SSC is requesting funding towards the salaries of a drama and a music therapist to deliver therapeutic interventions to children with a life limiting condition and their siblings.

The Recommendation

SSC has a long history of providing these interventions for children and young people. Through the provision of music, drama and play therapy children and young people are better able to understand and process their feelings promoting improved emotional and social wellbeing. The project will deliver one to one and group therapy interventions, working with individuals, siblings and the whole family for the benefit of the child experiencing the life limiting condition. This application fits well with your priority for Improving Londoners Mental Health and funding is recommended:

£125,000 over 3 years (£41,300; £41,700; £42,000) towards the salaries of 0.5 fte music therapist and 0.5 fte drama/play therapist.

Funding History

Meeting Date	Decision
20/10/2011	£135,000 over three years (3 x £45,000) towards a counselling service for life-limited children and their siblings.

Background and detail of proposal

Therapeutic provision is a key element of the services SSC provides for life limited children/young people and their families. The diagnosis of a life limiting condition can have a serious and traumatic impact on the child, siblings and other family members. SSC provides a range of services including drama, creative therapies, bereavement counselling and complementary therapy.

Through creative mediums the children and young people explore themes such as self-expression, trust, attachment, separation, fear, anger developing positive coping mechanisms. The sessions, although planned by therapists, are flexible and are led by the children and young people themselves. Sessions can be for individuals, siblings and families, with the needs of the child living with a life limiting condition central to the services.

Therapists refer individuals for specific mental health support if required and liaise with schools to ensure continuity of care and understanding of needs. SSC has a wide range of referral networks both into on from SSC, ensuring that the mental and emotional health needs of the young people are met.

Financial Information

The unusually high level of free reserves of 2018 is due to the sale of a capital asset. The organisation has consecutive years of unrestricted overspend, a response to increased referrals for respite and end of life care the costs of which are not fully met through Health budgets. SSC has reduced the therapy team as part of a cost saving exercise and is developing new income streams, which when established will be more predictive. Despite the unrestricted overspend every year the organisation retains healthy free reserves.

Year end as at 31 March	2017 Audited Accounts £	2018 Audited Accounts £	2019 Budget £
Income & expenditure:			
Income	7,941,049	9,731,725	9,575,000
- % of Income confirmed as at 15/9/18	n/a	n/a	36%
Expenditure	(9,367,313)	(9,627,161)	(10,652,000)
Total surplus/(deficit)	(1,426,264)	104,564	(1,077,000)
Split between:			
- Restricted surplus/(deficit)	208,885	279,492	9,095
- Unrestricted surplus/(deficit)	(1,635,149)	(174,928)	(1,086,095)
	(1,426,264)	104,564	(1,077,000)
Cost of Raising Funds	2,308,216	2,518,749	2,757,000
- % of income	29.1%	25.9%	28.8%
Operating expenditure (unrestricted funds)	8,947,979	8,542,378	9,946,413
Free unrestricted reserves:			
Free unrestricted reserves held at year end	4,916,882	6,894,510	5,808,415
No of months of operating expenditure	6.6	9.7	7.0
Reserves policy target	4,473,990	4,271,189	4,973,207
No of months of operating expenditure	6.0	6.0	6.0
Free reserves over/(under) target	442,893	2,623,321	835,209

MEETING: 14/11/2018

Ref: 14687

ASSESSMENT CATEGORY - Improving Londoners' Mental Health

The WISH Centre

Adv: Jack Joslin

Base: Harrow

Benefit: Harrow

Amount requested: £124,701

(Revised Request: £138,183)

Amount recommended: £138,300

The Applicant

The WISH Centre (WISH) is a registered charity that supports children, teenagers and young women who self-harm or have experienced sexual or domestic violence, abuse or neglect. The charity achieves this through providing a unique range of activities including one-to-one counselling, weekly peer support groups, online or text support, and telephone help. WISH works mainly in Harrow but has recently expanded provision into Merton following a successful pilot.

The Application

This application aims to expand the therapeutic support for young people who self-harm in Harrow. Over a three-year period the charity plans to reach an additional 300 young people aged between 10-19 years old. Your funding is being sought to fund a full time Therapist who will work with young people to combat the short and long-term effects of trauma or abuse and to support into recovery young people who are self-harming. Working across Harrow the Therapist will work at local schools during the day and in the Centre in Harrow in the evening. This additional capacity at the WISH Centre will allow them to formerly join the Harrow Heads Up Consortium that your Committee supported in 2017.

The Recommendation

WISH has been delivering in Harrow since 2004 and has been the only charity in the borough delivering specialist interventions for young people that self-harm. It has a highly specialist therapy team and offers a range of services to young people. The charity works to BACP clinical standards and employs trained and accredited clinical psychologists and psychotherapists. This application meets the outcomes of your Improving Londoners Mental Health programme as it will be delivering very specialist mental health support to young people while allowing the service the capacity to become a partner of the Harrow Heads Up Partnership. At assessment the applicant acknowledged they had left out key costs from the budget including Clinical Supervision and a contribution to overheads, so these costs have now been included. Funding is recommended as follows:

£138,300 over three years (£45,200; £46,100; £47,000) to cover the cost of a full-time Therapist, clinical supervision and a contribution to organisational overheads. Funding is conditional on receiving updated and SORP compliant accounting policies.

Funding History

N/A

Background and detail of proposal

Self-harming is the deliberate injuring of oneself with the intent of coping with or distracting from emotional pain, overwhelming thoughts or feelings or to combat

disassociation related to a traumatic experience. It includes a range of behaviours; most commonly cutting using knives, razors, or glass but also through deliberate breaking of bones or ingesting poisonous substances. Research from Affinity for NHS (2010) showed that 1 in 5 young people self-harm, and over 48,000 young people are admitted to hospital every year because of it. It should be noted that the numbers of young people self-harming are rising. Very few charities specialise in this work and statutory services tend to be slow and support generic mental health issues. There are no other services involved in reducing self-harm in Harrow. A recent evaluation of the service outlined how 87% of the young people that engaged with the service stopped self-harming.

This application is looking to develop the capacity of the WISH Centre to deal with the increased need they are experiencing in Harrow. At assessment the Director outlined how they have a constant waiting list for the service which can be as much as 6 months. An increase in awareness around issues of sexual violence and sexual exploitation has also led to additional referrals from other agencies. In 2017 the WISH Centre had to drop out of the Harrow Heads Up Consortium that your Committee supported due to lack of capacity. This application is to increase the support available for young people in Harrow, while also allowing WISH to give two days to the Harrow Heads Up Partnership and formerly join as a partner.

Financial Information

WISH Centre is continually supported by a range of Trusts and Foundations for the work that it does as well as receiving contract income from Harrow and Merton council. The Charity hold reserves within the stated 3 to 6 month policy and have a stable turnover. Comic Relief have recently funded WISH to work with Spring Impact to see how the model of working could be replicated elsewhere. At assessment it was noted that the Charity needs to update its accounting treatment of grants to ensure it is SORP Compliant. Funding will be conditional on this being updated and approved by your officer.

Year end as at 31 March	2017 Examined Accounts £	2018 Draft £	2019 Forecast £
Income & expenditure:			
Income	342,420	301,050	321,968
- % of Income confirmed as at 23/10/2018	n/a	n/a	64%
Expenditure	(307,297)	(264,356)	(319,899)
Total surplus/(deficit)	35,123	36,694	2,069
Split between:			
- Restricted surplus/(deficit)	20,372	528	(8,466)
- Unrestricted surplus/(deficit)	14,752	36,166	10,535
	35,124	36,694	2,069
Cost of Raising Funds	703	793	4,500
- % of income	0.2%	0.3%	1.4%
Total Operating expenditure	307,297	264,356	319,899
Free unrestricted reserves:			
Free unrestricted reserves held at year end	57,034	93,200	103,735
No of months of operating expenditure	2.2	4.2	3.9
Reserves policy target	76,824	66,089	79,975
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(19,790)	27,111	23,760

MEETING: 14/11/2018

Ref: 14732

ASSESSMENT CATEGORY - Making London More Inclusive

Southside Partnership

Adv: Sandra Jones

Amount requested: £168,484

Base: Wandsworth

Benefit: Lambeth

Amount recommended: £168,500

The Applicant

Based in South London, and operating pan-London, Southside Partnership (SP) – a charity - supports people with mental health needs and/or learning disabilities to lead independent lives through the provision of high quality, innovative and person-centred services. These services include provision of supported housing; resettlement support for prisoners; social enterprises (e.g. in catering) to give people opportunities for employment and training. More recently they have been developing arts and crafts programmes, for which they won the Creative Arts Third Sector Award in 2016.

The Application

SP is looking for your support to scale up and deliver the Peer Facilitators Programme across several boroughs, focusing on those boroughs where there is limited access to arts activities for adults with learning difficulties or mental health support needs. This will be achieved by employing two Community Development Mentors (each 0.5FTE) and associated running costs.

The Recommendation

The organisation has been providing services since 1992 and during that time has built up a reputation for providing excellent services for adults with learning difficulties or mental health support needs. The project applied for is based on a recent pilot at their hub in Brixton, where a part time Community Development Mentor trained six disabled people to be Peer Facilitators. The pilot has shown the model to be effective in supporting disabled people to take the lead and build skills and confidence. The Community Development Mentors will be supported and managed by an experienced Community Development Manager.

£168,500 over three years (£55,300; £56,200; £57,000) for the salary of two part time Community Development Mentors (each 0.5FTE) and associated running costs.

Funding History

Meeting Date	Decision
04/06/2009	£113,000 over 3 years (£38,000; £37,000; £38,000) for the salary and associated support costs of FTE Intensive Support Worker.

Background and detail of proposal

Since launching the pilot in SP's community Hub in Lambeth, the organisation has developed the skills and confidence of six Peer Facilitators, one of whom now feels able to seek paid employment. On average 100 people attend the sessions at the Hub with feedback showing 90% of participants feeling more self-confident, 89% have developed new relationships, and 60% wish to develop their roles as Peer Facilitators.

The Peer Facilitators will be trained by the Community Development Mentor to lead arts and crafts sessions for disabled people they will be taught to design workshops based on their skills and interests, presenting their ideas to Steering Groups established in each borough that SP work will in, who will decide on when, where and how often workshops will take place as well as evaluating the Programme's impact. The steering groups, of which one has already been established, are attended by Peer Facilitators, staff, people supported by SP and people from the wider community. The coproduction that underpins the management and implementation of the Peer Facilitators' Programme ensures that disabled people are actively involved in the running and management of the entire programme.

The current sessions are varied and include drawing, painting and a range of crafts such as pottery, depending on the skills of the Peer Facilitators.

Financial Information

The cost of raising funds is based on the Investment Management fees charged each year. Although the majority of the organisation's income is through statutory sources, Southside Partnerships has several long-term contracts to provide statutory services.

Whilst Southside Partnership is under its reserves policy target its overall financial position remains healthy with good cash reserves. The key component that they review when looking at reserve levels is certainty of income from contracts over the next 1-3 and 3-5 years. SP has a good level of committed contractual income with only a few small contracts coming to an end over the next few years. This allows them to work from a basis of certainty on cash income which effectively reduces the level of overall level of risk exposure.

Year end as at 31 March	2017 Audited Accounts £	2018 Draft Accounts £	2019 Budget £
Income & expenditure:			
Income	15,814,000	16,380,000	17,609,773
- % of income confirmed as at 28/02/2017		%	99.7%
Expenditure	(15,257,000)	(15,887,000)	(17,609,773)
Total surplus/(deficit)	557,000	493,000	0
Split between:			
- Restricted surplus/(deficit)	3,000	27,000	0
- Unrestricted surplus/(deficit)	554,000	466,000	0
	557,000	493,000	0
Cost of Raising Funds	8,000	8,000	8,000
- % of income	0.0%	0.0%	0.0%
Total expenditure	15,121,000	15,946,000	17,609,773
Free unrestricted reserves:			
Free unrestricted reserves held at year end	2,387,000	2,940,000	2,940,000
No of months of operating expenditure	1.9	2.2	2.0
Reserves policy target	3,780,250	3,986,500	4,402,443
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(1,393,250)	(1,046,500)	(1,462,443)

MEETING: 14/11/2018

Ref: 14739

ASSESSMENT CATEGORY - Making London More Inclusive

St John the Evangelist Church, Kingston

Adv: Geraldine Page

Base: Kingston

Amount requested: £99,300

Benefit: Kingston

Amount recommended: £99,300

The Applicant

St John's Church (SJC) founded 1871 is a Victorian Grade II listed Anglican parish church in the Spring Grove neighbourhood of Kingston upon Thames. It is a member of Inclusive Church and welcomes people from all backgrounds and values diversity. It has an active community programme including projects of its own and others in partnerships with local charities. These include: Bedelsford School for Children with Special Educational Needs, Skills training for the unemployed, Youth Performing Arts group, Parent classes and a Saturday café for local people and those more isolated such as the elderly to meet socially. The church hall is regularly used by a range of hirers and currently has a contract with Kingston University to provide a space for examinations. SJC aspirations are centred on operating as a community hub where local people feel connected, irrespective of faith or religion.

The Application

In May 2016 you awarded SJC £2,300 for an access audit on the main church building and church hall. In summary, the building is in urgent need of restoration and accessibility works. SJC seeks a grant towards the costs of the accessibility works which include adding an accessible toilet, reconfiguration of main entrance lobby, improvements to entrances to give step free access and hand rails, assessable external footpath, repairs to some flooring areas (currently a trip hazard and not accessible for wheelchair users) signage and hearing enhancement system.

The Recommendation

Your funding will enhance the SJC building as a facility for inclusive community use and commercial hire and support its long-term sustainability. The project responds to evidenced demand for accessible community spaces and has been carefully designed to meet the needs of user groups.

£99,300 towards the redevelopment of the church building to accessible standards to include reconfigured and improved accessible entrance lobby and footpath, ramps and step free access, hearing enhancement system and accessible toilet. Grant is conditional on registration with the Charity Commission.

Funding History

Meeting Date	Decision
31/01/2018	£2,600 to provide an eco-audit.
24/05/2016	£2,300 towards an access audit for the main church building and church hall of St John the Evangelist Church in Kingston.

Background and detail of proposal

Over the last seven years in the light of the numerous ongoing issues with accessibility, maintenance and restoration of the building, SJC and the local community have fundraised and encouraged donations for its much-needed

restoration. Without refurbishment, St John's risks rapid deterioration; continuing to lose hirers; and being unable to fulfil its vision to operate as a community hub where local people feel connected, irrespective of faith or religion. It is a way off the full total required but £200,000 has been raised to date. To get work started and make essential repairs SJC has had to make the decision to prioritise and phase the works as funds are raised. Phase one is underway to upgrade the heating, lighting, electrics and some flooring replacement during summer 2018. Phase two includes the access work which forms this application. The proposed works draw on architectural plans for the building's restoration up to RIBA Stage H previously commissioned and have planning approval. A strong project committee made of local volunteers with relevant professional expertise has been set up to oversee the restoration project. They include a structural engineer and architect. SJC has consulted widely about its plans and to increase community use and has the support of the local authority and other local organisations which would be able to use the accessible community space. Potential new users who have already confirmed interest include Kingston Refugee Action, Bradbury Centre for assisted living and Kingston College. Kingston as a whole is not a deprived borough, however there are pockets of significant deprivation. There is one Kingston Lower Super Output Area (LSOA) 6 in the most deprived 20% of all areas in England, and six are in the most deprived 40%. Upgrading the facilities will establish SJC as a good quality, safe, sizeable, sustainably run, accessible community space that will support some of the most deprived people in the borough.

Financial Information

As a result of the fundraising efforts for the restoration project SJC income is over the £100,000 threshold (relating to Churches that are Excepted Charities) for registration with the Charities Commission (CC). Your Funding Manager raised this and SJC have confirmed they are in the process of registering with the CC. This will be made a condition of grant. The projected deficit at the end of 2018 is due to planned expenditure on new heating and lighting systems. This deficit is fully covered by the restricted fund. The work is underway with a completion date of mid-November.

Year end as at 31 December	2017 Examined Accounts £	2018 Forecast £	2019 Budget £
Income & expenditure:			
Income	200,472	126,889	99,625
- % of income confirmed as at 26/09/18	n/a	66%	16%
Expenditure	(83,923)	(271,782)	(85,685)
Total surplus/(deficit)	116,549	(144,893)	13,940
Split between:			
- Restricted surplus/(deficit)	125,308	(146,398)	12,500
- Unrestricted surplus/(deficit)	(8,759)	1,505	1,440
	116,549	(144,893)	13,940
Cost of Raising Funds	805	2,388	2,500
- % of income	0.4%	1.9%	2.5%
Operating expenditure (unrestricted funds)	72,763	72,050	74,185
Free unrestricted reserves:			
Free unrestricted reserves held at year end	22,298	23,803	25,243
No of months of operating expenditure	3.7	4.0	4.1
Reserves policy target	30,000	30,000	30,000
No of months of operating expenditure	4.9	5.0	4.9
Free reserves over/(under) target	(7,702)	(6,197)	(4,757)

MEETING: 14/11/2018

Ref: 14740

ASSESSMENT CATEGORY - Making London More Inclusive

The Old Vic Theatre Trust 2000

Adv: Julla Mirkin

Amount requested: £100,000

Base: Lambeth

Benefit: London-wide

Amount recommended: £100,000

The Applicant

In May 2018, The Old Vic (TOV) celebrated the 200th anniversary of its opening. The iconic Grade II listed auditorium has a capacity of 1,000 and approximately 300,000 visitors attend performances or activities annually. 10,000 adults and young people engage with employability, education, community and emerging talent programmes each year. TOV has introduced audio-described performances; touch tours; captioned and relaxed performances, with the support of Mousetrap (theatre access experts) and the new Artistic Director, Matthew Warchus, has diversified the artistic programme. TOV's ambition is to embrace accessibility in its building, programme and culture, of which the capital redevelopment is part and towards which you are asked to contribute towards access works.

The Application

This request is for a contribution to access works, which forms part of phase one of a larger capital redevelopment, including TOV's historic building (phase one); the adjacent building, (phase two); and equipping a rehearsal complex (phase three) being gifted as part of a section 106 of a building development close to TOV.

The Recommendation

£100,000 towards access works at The Old Vic's historic building, including an accessible entrance on Waterloo Road; installation of a platform lift and improvements to the stairs and balustrades. Associated works include demolition and alterations to doors, walls and the basement and associated electrical work.

Funding History

Meeting Date	Decision
18/03/2016	£28,000 towards the costs of the RISE community theatre project
04/07/2013	£3,980 to provide up to 10.5 days eco audit support.
27/09/2012	£4,750 for the costs of commissioning an independent access audit.

Background and detail of proposal

TOV aims to improve its visitors' experience; the working conditions for its staff and meet the creative demands of the best designers and technicians through this redevelopment. Currently, disabled patrons cannot access the box-office or bar in the building's main foyer, and access to the auditorium is via a fire escape at the side of the building. There are only two wheelchair seating positions in the theatre stalls and there is only one accessible WC at the front of the auditorium, which becomes unusable during performances due to its location.

To address this, the proposed access works, which have a total budget of £605,870, include: installing an accessible side entrance and platform lift on Waterloo Road, providing access to the ground floor and basement levels, allowing disabled patrons to use the box office (with a lowered counter), bar and accessible toilets independently. Two more permanent wheelchair positions and up to ten new 'flexible

spaces' will be created in the auditorium (seating configuration allowing), accommodating people who need more space, for instance, those with restricted mobility.

There are three phases to TOV's ambitious redevelopment plan, the estimated total cost of which is £17m. The first phase, which includes development of the historic building, includes new external doors; roof repairs and technical upgrades in the auditorium as well as the access works, towards which you are requested to contribute. The total budget for phase one is c.£3m. The second phase involves development of an adjacent building, which will create a new and accessible education centre; rehearsal room; accessible dressing rooms and stage door. Phase two is estimated to cost between £10 -12m; it will involve installation of a second lift and possibly disbursement of TOV's mortgage on the adjacent building. At this stage, phase two is scheduled to be completed in the summer of 2021. Given that phase two involves redevelopment of adjacent building, there may be scope to contribute to the required access works as part of a separate application at a later date. The third phase involves acquiring a new ground-floor rehearsal space through a separate development, costs of which will be minimal for TOV.

At the time of writing, £2,401,913 (80.4%) had been raised towards the costs of phase one and applications amounting to £633,757 were planned or pending. The plans for the redevelopment comply with the limitations imposed by the building's listed status. Design work and planning permission have been secured for phase one. Construction work will commence in January 2019 and last 12 months.

Financial Information

TOV has significant sums in both creditors and debtors, which is normal for theatres and represents amounts received from advanced bookings and accrued income. TOV has set a high target for free reserves as its income can be unpredictable. The fixed assets have been deducted from the unrestricted free reserves in the table as they are not easily realisable. The free unrestricted reserves, therefore, are currently below the reserves target. TOV is endeavouring to build its reserves through the generation of surpluses. Having reviewed their cashflow, there appears to be sufficient cash resources to make payments as they fall due.

Year end as at 31 August	2017	2018	2019
	Audited Accounts £	Forecast £	Budget £
Income & expenditure:			
Income	16,027,668	16,488,341	15,052,968
- % of Income confirmed as at 15/08/18	n/a	n/a	0%
Expenditure	(14,691,784)	(16,516,475)	(15,028,459)
Total surplus/(deficit)	1,335,884	(28,134)	24,509
Split between:			
- Restricted surplus/(deficit)	181,934	0	0
- Unrestricted surplus/(deficit)	1,153,950	(28,134)	24,509
	1,335,884	(28,134)	24,509
Cost of Raising Funds			
- % of Income	5.6%	3.7%	4.1%
Operating expenditure (unrestricted funds)	13,828,638	15,563,320	13,854,304
Free unrestricted reserves:			
Free unrestricted reserves held at year end	(429,775)	(457,909)	(433,400)
No of months of operating expenditure	-0.4	-0.4	-0.4
Reserves policy target	1,600,000	1,600,000	1,600,000
No of months of operating expenditure	1.4	1.2	1.4
Free reserves over/(under) target	(2,029,775)	(2,057,909)	(2,033,400)

MEETING: 14/11/2018

Ref: 14742

ASSESSMENT CATEGORY - Making London Safer

Why me? Victims for Restorative Justice

Adv: Rebecca Green

Amount requested: £120,537

Base: Southwark

(Revised request: £56,959)

Benefit: London-wide

Amount recommended: £57,000

The Applicant

Why me? is a national charity which was established in 2009 to drive a more creative and positive response to crime in order to support victims and give them a voice. It campaigns and advocates for greater access to Restorative Justice (RJ) for victims of crime in England and Wales, by working with victims, offenders, statutory services, voluntary organisations and Criminal Justice agencies to promote RJ and influence policy and legislation to widen access to it. In 2015, Why me? launched its own Restorative Justice Service to increase access to RJ for victims of crime.

The Application

The charity is requesting funding for a project to increase access to Restorative Justice for victims of hate crime who belong to the LGBTQ community in London. It will do this by raising awareness of RJ as well as working in the criminal justice sector across statutory agencies, voluntary sector and RJ practitioners to increase knowledge and skills in working with hate crime victims from the LGBTQ community.

The Recommendation

This charity, with experience of delivering and promoting Restorative Justice across London, has links with organisations in the sector and is well placed to deliver its work to a targeted audience. It has already carried out significant work on hate crime in other areas of the UK and this project will benefit from the learning and research carried out. Following discussion with your officer, the charity reduced the request, removed ineligible aspects from its budget and decreased planned expenditure. A 2-year grant is recommended in order to monitor the rate of growth of the organisation and to allow the funded project to develop before planning a potential next phase.

£57,000 over 2 years (£28,400; £28,600) towards a Policy Development Officer (1.5 dpw), a RJ Service Coordinator (1 dpw) and associated project costs, for work to enable hate crime victims from the London LGBTQ community to access restorative justice. This grant is conditional on confirmation that a dual authorisation process is operational for online banking. The second year of this grant is conditional on 2018 accounts being fully SORP compliant.

Funding History

Meeting Date	Decision
06/07/2018	Stepping Stones application declined as link with social investment insufficiently clear.

Background and detail of proposal

Restorative Justice is a victim/ survivor focused response following a conviction where the victim and perpetrator meet under carefully managed and facilitated conditions. The process is voluntary and gives victims the chance to meet or communicate with their offenders to explain the real impact of the crime. It also holds

offenders to account and helps them to take responsibility and make amends. A Ministry of Justice evaluation of Restorative Justice in 2001 demonstrated an 85% victim satisfaction rate, and a 14% reduction in the frequency of reoffending.

Why me? has led a project in Lancashire on enhancing restorative justice services for victims of hate crime and has significant knowledge in supporting marginalised groups experiencing hate crime, noting the specific needs of the LGBTQ community. Galop's Hate Crime Report 2016 states that, nationally: 4 in 5 LGBTQ people had experienced hate crime; a quarter had experienced violent hate crime; a third online hate crime; and a tenth experienced sexual violence as part of a hate crime.

In this project, Why me? aims for survivors of hate from the LGBTQ community to be made aware of their right to ask for RJ and know how it might help their recovery, through learning about others' experiences and the process involved. In addition, it will convene, facilitate and deliver RJ for survivors of hate crime from the LGBTQ community in London. Work will take place to inform policymakers and increase awareness of RJ and encourage steps to embedding RJ as a central option for cope and recovery for victims of LGBTQ hate crime in criminal justice and victim policy and practice. This will include awareness-raising sessions with the police, probation officers and victim support groups to enhance skills in working with victims of hate crime from the LGBTQ community and providing RJ.

Financial Information

Why me? has planned significant growth over the coming years, due to increased demand and need. Whilst they will commit to project expenditure once income is confirmed, to minimise risk, a grant is recommended for 2 years in order to monitor this rate of growth. Historically, the charity has accounted for some grants based on year of receipt rather than when they become entitled to the income and as such its historic income levels appear to fluctuate. This will be amended for their 2017/18 accounts in order to be fully SORP compliant. The deficits which appear in 2017/18 and 2018/19 are partly due to these calculations based on timing of income and are partly deficits in restricted funds which are carried forward from previous years.

Year end as at 31 August	2017 Examined £	2018 Forecast/Draft £	2019 Budget £
Income & expenditure:			
Income	124,250	168,513	238,509
- % of Income confirmed as at 8 August 2018	n/a	92%	21%
Expenditure	(146,632)	(173,118)	(262,846)
Total surplus/(deficit)	(22,382)	(4,605)	(24,337)
Split between:			
- Restricted surplus/(deficit)	16,908	(36,739)	(20,458)
- Unrestricted surplus/(deficit)	(39,290)	32,134	(3,879)
	(22,382)	(4,605)	(24,337)
Cost of Raising Funds	7,262	33,129	59,028
- % of Income	5.8%	19.7%	24.7%
Total expenditure	146,632	173,118	262,846
Free unrestricted reserves:			
Free unrestricted reserves held at year end	43,906	76,040	72,161
No of months of total expenditure	3.6	5.3	3.3
Reserves policy target	36,658	43,280	65,712
No of months of total expenditure	3.0	3.0	3.0
Free reserves over/(under) target	7,248	32,761	6,450

MEETING: 14/11/2018

Ref: 14701

ASSESSMENT CATEGORY: Bridging Divides - Older Londoners

Neighbourly Care Southall

Adv: Kate Moralee

Amount requested: £108,391

Base: Ealing

Benefit: Ealing

Amount recommended: 108,500

The Applicant

Neighbourly Care Southall (NCS) is a charity which supports almost 4,000 older people, from 65 different countries and speakers of 30 different languages, accessing its services each year. Its services include exercise classes, health awareness talks, mental health support, dementia awareness, computer classes and advice surgeries, delivered from local community hubs across the borough of Ealing. NCS has been delivering services to older people since 1997.

The Application

NCS is seeking your support to employ a Senior Projects Officer to develop and expand work with small community groups representing many diverse minority communities in Ealing. The project worker will support the community organisations to expand reach to older members of the community, raising awareness of specific issues faced, whilst also challenging barriers to older people accessing services.

The Recommendation

SLC adopts a grassroots user-led model of delivery, working with and through small community organisations (19) providing pathways into their communities. This model embeds ownership within local communities, is delivered through a drop-in hub model and brings together people from diverse backgrounds to share with and learn from each other, building strong cross community relationships. This delivery model develops the capacity of the grassroots organisation and relies on them to extend reach within their individual communities. The Trust has also supported AgeUK Ealing to deliver a Neighbourly Connector service in Ealing and your officer proposes that NCS and AgeUK Ealing work collaboratively to ensure maximum impact from your grants without duplication of services. This project meets the outcomes of your Older Londoners programme and funding is recommended as follows:

£108,500 over 3 years (£36,600; £35,800; £36,100) for a Senior Projects Officer and associated running costs to develop and expand work with small community groups to extend their reach to older people in their communities.

Funding History

Not funded within the last 10 years.

Background and detail of proposal

According to the 2011 census Ealing is the third most densely populated of the London boroughs, ethnically diverse and with a high number of older people with little ability to speak English. 28% of older people in Ealing report feeling at risk of social isolation and loneliness with those living with illness and lack of language skills more likely to be at risk. There is a need for local but joined up services to connect older people with local support networks. NLC has identified many hidden elders

living in social isolation with little support which is especially the case within minority communities where language and cultural differences can accentuate difficulties in accessing mainstream support.

This application builds on work delivered to date by NCS and aims to strengthen and extend the reach of community groups into their elderly population. NLC works with a significant number of community partners, one of whom your officer met during the assessment visit. Golden Opportunity Skills and Development shared their positive experience of working with NLC highlighting how the relationship had supported it to increase its own awareness of Dementia resulting in a member becoming a Dementia Champion to spread awareness across its community.

Through its approach NLC builds the capacity of its partner community organisations, increases reach into older populations, improves physical and mental health of older people, increases people's sense of connectedness, improves inter-community and inter-generational relationships and ensures access to advice and guidance as required.

Financial Information

The free reserves target includes £35,000 identified to cover redundancies should the organisation be required to close.

Year end as at 31 March	2017 Examined Accounts £	2018 Draft £	2019 Budget £
Income & expenditure:			
Income	373,061	407,460	401,032
- % of Income confirmed as at 15/9/18	n/a	100%	100%
Expenditure	(373,161)	(382,605)	(394,346)
Total surplus/(deficit)	(100)	24,855	6,686
Split between:			
- Restricted surplus/(deficit)	0	0	0
- Unrestricted surplus/(deficit)	(100)	24,855	6,686
	(100)	24,855	6,686
Cost of Raising Funds	0	12,000	12,000
- % of Income	0.0%	2.9%	3.0%
Operating expenditure (unrestricted funds)	15,641	16,573	23,314
Free unrestricted reserves:			
Free unrestricted reserves held at year end	19,610	44,465	51,151
No of months of operating expenditure	15.0	32.2	26.3
Reserves policy target	38,910	39,143	40,829
No of months of operating expenditure	29.9	28.3	21.0
Free reserves over/(under) target	(19,300)	5,322	10,323

MEETING: 14/11/2018

Ref: 14605

ASSESSMENT CATEGORY - Reducing Poverty

Islington People's Rights

Adv: Rebecca Green

Base: Islington

Benefit: Islington

Amount requested: £127,544

{Revised request: £134,130}

Amount recommended: £134,100

The Applicant

Islington People's Rights (IPR) has operated as an independent advice centre since 1969, delivering specialist welfare benefits and debt advice. It is a registered charity and targets the most vulnerable in society including those with disabilities, mental health issues and addiction problems. IPR's core advice services are free and include a telephone advice line, appointments to take forward specialist casework and representation, as well as targeted outreach sessions.

The Application

The charity is requesting funding for a new project, IPR Assist, to work closely with local groups and agencies which are well placed to make referrals to IPR of families and others in financial need. The aim of IPR Assist will be to offer people early welfare and debt advice that can prevent financial crises spiralling out of control and provide a direct link with complementary organisations working locally. The project anticipates being able to assist approximately 500 people each year, who may not otherwise have accessed these support services, with comprehensive welfare and debt advice and casework.

The Recommendation

IPR is well placed to deliver welfare benefits and debt advice to vulnerable people in Islington, holds the Specialist Quality Mark in welfare benefits and debt and is a member of Advice UK. A lack of capacity has meant that it has not been able to maximise referral routes with its partners and this project aims to focus on these relationships and to provide advice to isolated residents who have been referred on from other local groups and agencies. The request was increased following the assessment meeting, to reflect the actual salary costs including inflation.

£134,100 over 3 years (£43,600; £44,700; £45,800) for a FT Specialist Caseworker to provide specialist welfare and debt advice through the IPR Assist project, and associated project costs.

Funding History

Meeting Date	Decision
09/05/2013	£120,000 over three years (£43,000; £42,000; £35,000) for the salary of a f/t Specialist Caseworker plus operational costs of the IPR Advance project.

Background and detail of proposal

Islington is the fourteenth most deprived borough in England with the second highest levels of child poverty in London. Islington has 12,500 residents claiming sickness/disability benefits - 8% of the working age population. There have been many changes to welfare benefits entitlements, notably the introduction of Universal

Credit and Personal Independence Payment (PIP) formerly Disability Living Allowance (DLA), as well as changes to Employment and Support Allowance (ESA), and IPR has reported an increase in demand for specialist welfare benefits advice. 70% of IPR's service users are disabled and almost half are from BAMER backgrounds. Nearly all IPR beneficiaries are in receipt of welfare benefits and the rest on low incomes.

IPR works closely with other advice providers in Islington through Islington Advice Alliance, which brings together IPR, Islington Law Centre (also recommended for funding at this meeting) and the CAB. It also engages with community groups across the borough where it delivers outreach sessions. It is, however, finding that it does not have the capacity to take on significant numbers of referrals from partner organisations such as Help on Your Doorstep, who proactively approach vulnerable and isolated members of the community. The specialist caseworker through IPR Assist will maximise these relationships and referral routes and therefore enable IPR to deliver its core advice services to these isolated members of the community, who may not have approached IPR directly, and where it may be able to assist at an earlier point to prevent financial issues from growing.

Financial Information

IPR receives significant core funding from London Borough of Islington, which is confirmed until March 2020, and is hoped to continue following that. The reserves policy has recently been updated so that IPR keep 3 months total budgeted expenditure, to allow the organisation to plan effectively in the event of fundraising challenges. The reserves figures in 2017 and 2018 exclude £22,500 which the board has designated towards an IT upgrade and development costs.

Year end as at 31 March	2017 Examined Accounts £	2018 Examined Accounts £	2019 Budget £
Income & expenditure:			
Income	423,150	412,651	448,009
- % of income confirmed as at 23/8/2018	n/a	n/a	88%
Expenditure	(437,064)	(408,717)	(433,009)
Total surplus/(deficit)	(13,914)	3,934	15,000
Split between:			
- Restricted surplus/(deficit)	0	0	0
- Unrestricted surplus/(deficit)	(13,914)	3,934	15,000
	(13,914)	3,934	15,000
Cost of Raising Funds	16,391	8,507	9,000
- % of income	3.9%	2.1%	2.0%
Total expenditure	437,064	408,717	433,009
Free unrestricted reserves:			
Free unrestricted reserves held at year end	113,940	119,679	134,679
No of months of total expenditure	3.1	3.5	3.7
Reserves policy target	109,266	102,179	108,252
No of months of total expenditure	3.0	3.0	3.0
Free reserves over/(under) target	4,674	17,500	26,427

MEETING: 14/11/2018

Ref: 14896

ASSESSMENT CATEGORY: Bridging Divides - Advice and Support

Camden Community Law Centre

Adv: Gilly Green

Amount requested: £136,624

Base: Camden

Benefit: Camden

Amount recommended: £136,700

The Applicant

Camden Community Law Centre is a registered charity and company limited by guarantee that opened in 1972 with a mission to make a positive impact to people's lives – particularly the most vulnerable and socially excluded. It does this by providing free and independent legal advice and representation in housing, employment, welfare benefits and immigration and asylum law matters to people in the LB Camden. Last year it helped 2,500 people and opened 760 new legal cases.

The Application

The application is to increase the capacity of the Welfare Benefits team through the appointment of a caseworker to provide tribunal representation where there is a legal basis for an appeal. Over the last couple of years, the Centre has seen certain groups of people disproportionately affected by welfare reform. This includes disabled people, those with long term health conditions and single parents. The rollout of Universal Credit has commenced and many people are facing reduced income. Applications for Personal Independence Payments are regularly refused by DWP leading to between 80-90% requests for mandatory reconsideration. Additionally, long delays in receiving benefits are creating hardships and the benefit cap on rental incomes is causing significant problems for low income families. There is a well demonstrated need for additional capacity to help people prepare appeals where they will represent themselves, or to represent those who need additional support.

The Recommendation

Camden Community Law Centre is an important player in the borough for the provision of legal advice and support. Housed in the same building as the Citizen's Advice Bureau, it has an efficient referral service between the two organisations. It also has a strategic policy remit, taking its frontline casework experience into relevant local and at times national, fora to influence policy change. CCLC has a proven track record in delivering high quality, specialist legal advice in housing, benefits and immigration – and regularly achieves over 90% success rate in its benefit appeals. The proposed work will meet your criteria of increasing the provision of legal services to people in need. Funding is recommended:

£136,700 over 3 years (£46,000, £45,100; £45,600) to meet the salary and on-costs of a Welfare Rights Representation caseworker. The second year of funding is conditional upon Trustees adopting an appropriate reserves policy.

Funding History

Meeting Date	Decision
09/07/2015	Application withdrawn
09/09/2010	Application declined as it did not meet the priorities at that time.

Background and detail of proposal

The context of welfare reform has had a significant impact on advice and legal services. The introduction of Universal Credit – to date in London only for single people but due to be rolled out for everyone from November 2018 – has caused considerable difficulties and delays for claimants, resulting in increased debt. Whilst CCLC's use of volunteers for some aspects of case preparation is helpful, there is a clear need for an experienced and trained staff member for representation work. It is expected the worker will represent approximately 100 people a year. The organisation is well networked and recognises that partnership working can often achieve more – it is an active member of the Camden Advice Forum. The organisation is currently housed in a LB Camden owned property, the lease of which expires in 2020, so it is actively seeking alternative premises, most probably along with the CAB. The part time CEO is also the CEO at Hackney Law Centre and manages his time efficiently between the two centres. The organisation has appropriate accreditation to carry out its work and is inspected every year.

Financial Information

CCLC is funded through a mix of grants and donations including a recurring grant from LB Camden for its advice work and earned income with contracts from the Legal Aid Agency. It has recently secured 6 new Legal Aid contracts for different areas of work but changes to the way payments are made means these charges are paid in arrears. This has meant managing cash flows carefully. The contract from LB Camden is up for renewal in 2020 and brings with it uncertainty, but the organisation feels reasonably confident that it will secure funding beyond 2020. CCLC has seen a decrease in income in 17/18 due to a gap in staffing resulting in a net drop in Legal Aid income and ended the year in deficit. It is predicting a further decrease in 18/19. The trustees do not have a stated reserves policy but aim to maintain at least 6 months running costs in reserves and this is currently achieved.

Year end as at 31 March			
	2017 Examined Accounts £	2018 Draft Accounts £	2019 Budget £
Income & expenditure:			
Income	519,599	461,805	429,546
- % of Income confirmed as at 1/10/18	n/a	n/a	43%
Expenditure	(425,758)	(505,618)	(459,894)
Total surplus/(deficit)	93,841	(43,813)	(30,348)
Split between:			
- Restricted surplus/(deficit)	18,489	(19,659)	0
- Unrestricted surplus/(deficit)	75,352	(24,154)	(30,348)
	93,841	(43,813)	(30,348)
Cost of Raising Funds	0	0	0
- % of Income	0.0%	0.0%	0.0%
Operating expenditure (unrestricted funds)	261,306	321,360	292,035
Free unrestricted reserves:			
Free unrestricted reserves held at year end	221,193	200,317	169,969
No of months of operating expenditure	10.2	7.5	7.0
Reserves policy target	130,653	160,680	146,017
No of months of operating expenditure	6.0	6.0	6.0
Free reserves over/(under) target	90,540	39,637	23,952

MEETING: 14/11/2018

Ref: 14905

ASSESSMENT CATEGORY: Bridging Divides - Advice and Support

Hillingdon Carers

Adv: Claran Rafferty

Amount requested: £175,361

Base: Hillingdon

Benefit: Hillingdon

Amount recommended: £175,000

The Applicant

Hillingdon Carers, a charitable company, was established in 1996 and is the foremost organisation providing support for carers young and old in the borough. It provides, advice, information, advocacy, wellbeing, therapeutic and educational services and arranges respite for those in need. It is one of the founding members of H4All Community Interest Company – a formal partnership of local organisations working together to develop services to improve the health and wellbeing of local residents and which has recently had a Cornerstone Fund development grant. It is also the lead contractor for the Combined Services contract with the London Borough of Hillingdon.

The Application

This application is for the post of a specialist Dementia Advisor to develop and extend a range of support services for people living with dementia - principally carers and families but which are shaped both by carers and care recipients. The service will provide practical support and guidance (eg on accessing appropriate benefits or health advice) but, importantly, will help people better understand and cope with the impact dementia has on their loved ones.

The Recommendation

The charity currently sub-contracts the Alzheimer's Society to provide a small carer's support service targeting people living with the condition but research shows that, after fighting for a diagnosis, many families and carers are then left to fend for themselves without onward referral to sources of support. The new service proposed here will complement current arrangements, extend opportunities for timely and appropriate dementia support and prevent breakdown of caring situations. A grant is advised:

£175,000 over five years (£34,500; £34,500; £35,000; £35,000; £36,000) for the salary costs of a f/t Dementia Advisor and related project costs of a dedicated support service for people living with dementia.

Funding History

Meeting Date	Decision
10/03/2005	Application withdrawn as the organisation was already in receipt of a grant.

Background and detail of proposal

In determining the need for this project the charity undertook considerable local research, consulting with over 500 carers. 34% of those on the organisation's database are caring for someone with dementia and have demonstrated a need for

more particular advice and guidance, not just on accessing welfare benefits for example but on issues around managing challenging behaviour, coping in an emergency, planning for the future. That said, there is also a need for bespoke advice on financial and legal issues. The project will be able to help people after diagnosis, a critical time in the support cycle. Interestingly, where a lot of carer services focus, rightly, on providing respite the charity has found it the case with those caring for loved ones with dementia that they are keener for help to do things together rather than to have a break.

This is a well-run, skilled and professional organisation which delivers high-quality services where local people's needs and views are incorporated. One example of their professional approach is where the charity has provided training to staff working in the local shopping centre so that they are better able to recognise customers with dementia and to deal with them more appropriately.

Financial Information

The charity is the lead contractor for a major contract with LB Hillingdon and, as such, it sub-contracts four other organisations. The unrestricted operating expenditure – and thereby the proportion of unrestricted reserves held at the 2016/17 year-end – differs significantly compared to subsequent years. This is a result of the income from LB Hillingdon being reclassified as unrestricted in 2017/18 and 2018/19, with the local authority's permission. The Board undertook a detailed review of its reserves policy in 2017 and has pledged to work towards meeting its target in the future.

Year end as at 31 March			
	Audited Accounts 2017 £	Audited accounts 2018 £	Forecast 2019 £
Income & expenditure:			
Income	935,088	1,018,510	935,449
- % of Income confirmed as at 11/09/18	n/a	n/a	99%
Expenditure	(978,054)	(1,020,898)	(935,314)
Total surplus/(deficit)	(42,966)	(2,388)	135
Split between:			
- Restricted surplus/(deficit)	(54,984)	(27,095)	0
- Unrestricted surplus/(deficit)	12,018	24,707	135
	(42,966)	(2,388)	135
Cost of Raising Funds	18,160	20,820	20,000
- % of Income	1.9%	2.0%	2.1%
Operating expenditure (unrestricted funds)	187,011	775,077	637,997
Free unrestricted reserves:			
Free unrestricted reserves held at year end	180,230	210,237	210,372
No of months of operating expenditure	11.6	3.3	4.0
Reserves policy target	189,000	253,754	210,936
No of months of operating expenditure	12.1	3.9	4.0
Free reserves over/(under) target	(8,770)	(43,517)	(564)

MEETING: 14/11/2018

Ref: 14913

ASSESSMENT CATEGORY: Bridging Divides - Advice and Support

Islington Law Centre

Adv: Tim Wilson

Amount requested: £186,033

Base: Islington

Benefit: Islington

Amount recommended: £185,800

The Applicant

Islington Law Centre (ILC) works to reduce poverty through the provision of legal advice, casework and representation to the local community. The charity delivers public legal education and works in partnership with others (including several commercial law firms who offer legal time pro bono). ILC promotes social justice through its efforts to ensure that legal services are accessible and that the law is applied fairly. The charity is based out of the local authority's former housing advice centre, giving it premises that offer room for confidential client discussions as well as sufficient reception space to provide a welcoming environment to those seeking its support.

The Application

ILC seeks funding for the salary and overhead costs of a new post providing welfare benefits' advice in connection to the rollout of Universal Credit in Islington. The advisor will deliver casework and representation to clients, as well as training volunteers to provide skilled reception services to prospective beneficiaries. The post-holder is expected to work with 160 clients each year, helping them claim benefits where they are entitled to do so, and representing them in the Upper Tribunal where there is a case to appeal a negative decision from the DWP.

The Recommendation

Universal Credit was fully rolled out in Islington in June 2018, and ILC has seen an increase in requests for support since then. The charity's concerns regard clients who have been given inaccurate advice on eligibility, where delays in benefit payments have led to rent arrears and the risk of homelessness, and the impact of welfare reform on those with mental health and disability needs. ILC notes that it is still the early stages of Universal Credit in the borough but anticipates the need to deliver more co-ordinated services that bring together advisers from the charity's housing and debt support teams. The organisation provides a valued service within borough and is well-regarded by the local authority which gives grant funding. Support is advised as follows:

£185,800 over three years (£60,100; £61,900; £63,800) for a specialist Welfare Benefits advisor to provide client advocacy, casework, and representation as well as training of volunteers to provide skilled reception services. The grant includes funding towards the charity's overheads.

Funding History

Meeting Date	Decision
07/09/2018	Unsuccessful application to the Trust's anniversary infrastructure support programme which was judged to be less strong than others submitted in the funding round.

Background and detail of proposal

Established in 1972, ILC's services are well-known in the borough both because of its extensive outreach activity as well as word-of-mouth recommendations. The charity engages with faith-based organisations, sits on the Islington Advice Alliance (with Citizens Advice and Islington People's Rights) and participates in a range of community events. Its area of benefit has one of the highest levels of income inequality in London, and an estimated 33.7% of people living in poverty compared to 27% average across the capital (source: London Poverty Profile data).

Many of ILC's clients have complex needs, with hardship and mental health frequently inter-related. The charity reports an increase in demand since Legal Aid cuts, and notes that its beneficiaries would not otherwise be able to afford private legal representation. The charity will only work with clients where it believes there is a legitimate case and a good prospect of winning.

Through the proposed grant, ILC will continue to gather data on trends in service demand to identify opportunities for engagement with the local authority, with Parliamentary Select Committees and with the Law Society to promote the fair application of the law.

The charity anticipates that individual client work will require approximately 14 hours per case over three-month periods. It recognises the operating environment may be quite different in three years with further changes in Legal Aid and the potential to bid for contracts. As such, it is not currently seeking longer term funding from City Bridge Trust but is aware it could return for continuation support as a result of your new guidelines under *Bridging Divides*.

Financial Information

ILC's 2017 and 2018 accounts show that free reserves are below the charity's target of 3 months' operating costs, a situation exacerbated by deficits on unrestricted funds in both years. The organisation is working to strengthen its finances through reducing operating costs and diversifying income streams. Whilst the impact of these changes will take time to fully materialise, ILC expects improvements to show in 2019 and reports that the trustee board is providing close oversight of the situation.

The costs of raising funds were not identified separately in the 2017 accounts. Whilst the charity does incur fundraising costs through staff time spent on funding applications it does not gather or report these figures. Your officer has advised that it would be good practice to do so.

Year end as at 31 March	2017 Audited Accounts £	2018 Draft £	2019 Budget £
Income & expenditure:			
Income	1,684,676	1,461,049	1,585,547
- % of Income confirmed as at 15/09/18	n/a	100%	99%
Expenditure	(1,672,384)	(1,639,545)	(1,560,347)
Total surplus/(deficit)	12,292	(178,496)	25,200
Split between:			
- Restricted surplus/(deficit)	74,144	(150,838)	15,200
- Unrestricted surplus/(deficit)	(61,852)	(27,658)	10,000
	12,292	(178,496)	25,200
Cost of Raising Funds	0	0	0
- % of Income	0.0%	0.0%	0.0%
Total expenditure	1,672,384	1,639,545	1,560,347
Free unrestricted reserves:			
Free unrestricted reserves held at year end	64,854	37,196	47,196
No of months of operating expenditure	0.5	0.3	0.4
Reserves policy target	418,096	409,886	390,087
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(353,242)	(372,690)	(342,891)

MEETING: 14/11/18

Ref: 14871

ASSESSMENT CATEGORY: Bridging Divides - Advice and Support

Southwark Law Centre

Adv: Kate Moralee

Base: Southwark

Amount requested: £100,890

Benefit: Southwark

Amount recommended: £101,000

The Applicant

Southwark Law Centre (SLC), a charitable company, was established in 1976 to relieve poverty through the provision of legal advice, representation, education and research. It prioritises cases which involve the prevention of homelessness, destitution, discrimination, breaches of Human Rights and poverty. It also supports other community agencies by providing consultancy and training.

The Application

In April 2015 you awarded SLC £158,000 over 3 years towards the full-time salary of an Immigration Solicitor. The service aimed to provide access to specialist immigration and asylum advice accepting self-referrals as well as referrals from local community and public sector organisations. This application requests continuation funding for SLC to continue delivering this service providing advice and casework to Judicial Review and tribunal representation, a telephone consultancy and referral line for frontline workers from other organisations workshops and briefing papers to inform policy and practice.

The Recommendation

SLC delivers quality advice and legal case work and is recognised for its expertise and flexibility to be able to take on more challenging cases. The Senior Caseworker funded by CBT provides supervision for other solicitors at SLC, ensuring quality representation for individuals and succession planning for SLC. SLC also provides briefings and advice for other agencies in this arena, as well as influencing strategy, good practice and policy. This project fits well with your Advice and Guidance programme outcomes and priorities with funding recommended as follows:

£101,000 over a further 2 years (£50,000; £51,000) towards the salary and associated running costs of SLC's Senior Immigration Solicitor to provide legal advice to individuals and advice and support to other advice agencies.

Funding History

Meeting Date	Decision
24/11/2016	£1,300 to commission an independent access audit at Southwark Law Centre
09/07/2015	£158,000 over three years (£51,000, £53,000, £54,000) towards the full-time salary and associated running costs of Southwark Law Centre's Immigration Solicitor.

Background and detail of proposal

In an increasingly hostile environment for many of those needing its services and with shrinking Legal Aid provision, the funding from CBT has allowed and will continue to allow SLC to take on more of the pioneering and complex cases not

covered by Legal Aid, which in turn enables SLC to push boundaries setting case law and precedents. This work has then allowed other agencies to follow where case law is established.

SLC uses its success to influence policy, strategy and practice through networks, and forums, as well as offering consultancy and advice to other frontline advice services. For example, SLC is currently trying to influence Southwark and Lewisham BC's to stop hosting Home Office representatives within the No Recourse to Public Funds teams. Having HO representatives sitting within NRPF teams discourages people from accessing the services for fear of being served removal notices by HO. Two people have been issued with removal notices and HO officers have given incorrect advice even though it is not their role to advise. This creates an environment of fear and hostility, resulting in non or low-take up of NRPF support, leaving individuals increasingly vulnerable.

CBT funding will allow SLC to be responsive to the needs of local communities, which change over time. Recently SLC has represented many Windrush individuals where "leave to remain" evidence has been lost. SLC has been able to research, collect evidence, participate in discussions, write articles and circulate findings to other agencies and statutory bodies. It also works in partnership with Pathways providing support and advice to Pathways for homeless migrants who are hospitalised and indeed taking on more complex case management. This partnership has been a great learning experience for SLC as it would not have encountered these clients except for the partnership with Pathways. Many clients accessing SLC have been in the country a significant period of time, often 15 years or more, seeing many different solicitors without any resolution to their immigration status.

Without CBT funding SLC would have to operate more like a private practice, be more risk averse and be unable to take on the more complex cases which are most pioneering with outcomes which can be used to influence policy, practice and strategy.

Financial Information

SLC has seen its income shrinking over the last three years due to a reduction in Legal Aid income with SLC increasing staffing to cope with demand and expenditure on essential refurbishment and repairs to the office accommodation. The projected deficit budget for 2018/19 has been agreed by Trustees but will be reviewed through the six-month management accounts in November.

Year end as at 31 March	2017 Audited Accounts £	2018 Draft £	2019 Budget £
Income & expenditure:			
Income	908,360	879,541	875,697
- % of Income confirmed as at 3/9/18	n/a	0%	47%
Expenditure	(794,483)	(880,461)	(906,265)
Total surplus/(deficit)	113,877	(920)	(30,568)
Split between:			
- Restricted surplus/(deficit)	33,278	47,419	0
- Unrestricted surplus/(deficit)	80,599	(48,339)	(30,568)
	113,877	(920)	(30,568)
Cost of Raising Funds	0	0	7,890
- % of Income	0.0%	0.0%	0.9%
Operating expenditure (unrestricted funds)	651,644	690,930	652,393
Free unrestricted reserves:			
Free unrestricted reserves held at year end	438,127	387,685	357,117
No of months of operating expenditure	8.1	6.7	6.6
Reserves policy target	325,822	345,465	326,197
No of months of operating expenditure	6.0	6.0	6.0
Free reserves over/(under) target	112,305	42,220	30,921

MEETING: 14/11/2018

Ref: 14887

ASSESSMENT CATEGORY: Bridging Divides - Advice and Support

Zacchaeus 2000 Trust

Adv: Tim Wilson

Base: Westminster

Amount requested: £200,000

Benefit: London-wide

Amount recommended: £200,000

The Applicant

Zacchaeus 2000 Trust (Z2K) is a registered charity providing benefits and housing advice support across London, mainly in the boroughs of Westminster, Camden, Kensington & Chelsea and Wandsworth. The charity works to help low-income Londoners have greater control over their own lives and to secure affordable tenancies. Z2K's services include: benefits case work; representation at disability benefit tribunals; housing advice; and referrals to other specialist organisations for issues such as ESOL tuition, debt management and mental health support. The charity also provides food bank vouchers and emergency cash when benefits have been stopped

The Application

The charity seeks core funding over five years on a tapering basis (in line with your guidelines for Bridging Divides). The organisation's core services are eligible under your programme for Advice and Support. Funds will be used for client-centred casework services, of which Z2K currently manages 500 client cases annually. If funding is awarded as requested, the charity estimates it will be able to expand its services to engage a further 100 clients each year.

The Recommendation

Z2K is a well-regarded organisation delivering a significant service with complex cases typically beyond the scope of local authority contracts. It uses the learning from its client work to inform policy, identify failings in existing systems, and promote change. Funding is advised as follows:

£200,000 over five years (£50,000; £45,000; £40,000; £35,000; £30,000) towards the core costs of Z2K's advice and support work.

Funding History

Meeting Date	Decision
11/05/2017	Application rejected for failing to meet the Trust's priorities.
10/01/2017	Application withdrawn following advice from the Trust.
13/03/2014	£149,850 over three years towards the salary of one of Z2K's full-time Caseworkers and towards the running costs of the general advice service.

Background and detail of proposal

New clients are either referred to the charity or make direct contact through one of Z2Ks outreach services. The charity applies a diagnostic to determine the level of need and risk of homelessness and restricts its services to those who are either in receipt of, or eligible for, a means-tested benefit. Clients often receive more than one support service from Z2K since they typically present at crisis point where, for instance, a repossession order has been served. The charity seeks to work with

clients over time to mitigate the risk of crises occurring in the future. Following a strategic review in 2017, Z2K reduced its client numbers to deliver deeper impact with more complex cases. It gathers learning from its case work which is used as the basis of policy advice and advocacy, with recent examples including research into the impact of the benefit cap, assessment processes for disability benefits, and reform of bailiff practice.

The charity has good relations with its local authority as well as London's network as advice and support agencies. It engages in regular exchange to share learning and deliver outreach services. In addition to the advice support Z2K staff offer, tribunal clients benefit from pro bono support from several leading law firms such as Hogan Lovells.

Financial Information

Approximately two-thirds of Z2K's income is received in the form of restricted funding, but the associated costs of service delivery far exceed this, which trustees manage through a regular transfer from unrestricted funds. Their free reserves policy is to hold an amount equal to 3 months expenditure. The deficit in 2017 was therefore a planned deficit to bring reserves in line with this policy.

The costs of raising funds shown in the 2017 accounts are low. The charity notes that it currently only allocates direct expenditure (such as external fundraisers) to this line and does not otherwise apportion the cost of core staff time. It is planning to review this practice and better reflect the full costs of fundraising in future years.

Year end as at 31 December	2017 Examined Accounts £	2018 Forecast £	2019 Budget £
Income & expenditure:			
Income	459,046	626,818	789,414
- % of Income confirmed as at 5th Sept '18	n/a	81%	44%
Expenditure	(518,385)	(619,539)	(787,767)
Total surplus/(deficit)	(59,339)	7,279	1,647
Split between:			
- Restricted surplus/(deficit)	(2,463)	0	0
- Unrestricted surplus/(deficit)	(56,876)	7,279	1,647
	(59,339)	7,279	1,647
Cost of Raising Funds	1,441	23,800	36,107
- % of Income	0.3%	3.8%	4.6%
Total expenditure	518,385	619,539	787,767
Free unrestricted reserves:			
Free unrestricted reserves held at year end	153,812	161,091	162,738
No of months of operating expenditure	3.6	3.1	2.5
Reserves policy target	129,596	154,885	196,942
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	24,216	6,206	(34,204)

MEETING: 14/11/2018

Ref: 14966

ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital

Bonny Downs Community Association

Adv: Rebecca Green

Base: Newham

Amount requested: £172,938

Benefit: Newham

Amount recommended: £100,700

The Applicant

Bonny Downs Community Association (BDCA) was established in 1998 and forms a central part of the East Ham community. An active community centre and charity, BDCA works across all ages and members of the community and provides targeted projects, including its elders' community group. It delivers its wide range of services through previously derelict local spaces that it has brought back into community use: The Well Community Centre and Flanders Playing Field.

The Application

The charity is requesting funding towards its existing Active and Connected Elders Project, which aims to improve the health and wellbeing of local older people by delivering a wide range of social groups, exercise classes, educational activities and support services.

The Recommendation

The request is for a contribution towards the salary of a Project Coordinator to lead delivery of new and existing Active and Connected Elders activities. In addition, older people can access advocacy support providing help with benefits, bereavement, housing, health and transport issues, and this service forms a part of this request. The initial proposal included some elements which fall outside of your priorities, however an updated proposal and outputs include delivery of activities falling squarely within your Connecting the Capital programme, supporting older people with opportunities to increase health and wellbeing. Funding towards this work is recommended for 3 years, to give the opportunity to monitor development of the organisation and project in the coming years as the charity grows, develops new income streams and builds robust processes alongside this.

£100,700 over 3 years (£32,400; £33,200; £35,100) towards a Project Coordinator (0.5FTE) for its Active and Connected Elders Project, an Advocacy Manager (8hpw), and a contribution to project costs.

Funding History

Meeting Date	Decision
14/11/2018	£44,400 (over 18 months) towards research on income generation options and to develop capacity and knowledge in the organisation.
07/09/2018	Proposal withdrawn.
24/11/2016	Application declined due to financial inconsistencies; it also does not currently have a lease for the site on which the proposed activities are to take place.
22/09/2016	£3,000 (7.5 days @£400 per day) to provide an eco-audit.
19/05/2011	A grant of £101,900 over three years (£33,250; £34,000; £34,650) towards the Fit & Healthy Project Co-ordinator.

Background and detail of proposal

BDCA is based in Newham, where the Department for Communities and Local Government's English Indices of Multiple Deprivation (IMD) 2015 report that 41% of older people live in income deprived households, the 3rd highest proportion in the country. Many suffer poor health, and Age UK report that East Ham South has a 'very high risk' of loneliness amongst people aged 65+.

BDCA has run its Active and Connected Elders Project for 15 years, delivering a daily programme of activities and services that help protect vulnerable elderly residents from suffering preventable illness, isolation and hardship. Last year there were more than 10,700 project attendances and 464 unique project users, and a team of nearly 50 volunteers including an active Steering Group of elders. An external project evaluation (February 2018) concluded it is a 'well-established, well-respected and effective initiative'. In addition, changes to welfare entitlement and online application systems have left elderly people vulnerable to poverty, and access to targeted advice and advocacy services is increasingly important. Being part of a larger community association means the elders' work includes the most disadvantaged, through links with BDCA's foodbank, and it links older people with the wider community through intergenerational events.

Some elements of the Active and Connected Elders Project are currently funded by the Big Lottery Fund (the end of a tapered 5-year grant), and the request to City Bridge Trust forms approximately a quarter of the total project costs.

Financial Information

BDCA has a reserves policy of 6 months running costs to 'cover the orderly winding down of activities should future funding be withdrawn'. It has been increasing its levels of earned income, which was more than 50% of its income in 2018. The charity has been making steps to develop its income streams going forwards, to increase unrestricted income and become more sustainable.

Year end as at 31 March	2017 Audited Accounts £	2018 Draft Accounts £	2019 Budget £
Income & expenditure:			
Income	771,719	750,613	858,157
- % of Income confirmed as at 24/08/2018	n/a	n/a	51%
Expenditure	(724,759)	(777,393)	(856,317)
Total surplus/(deficit)	46,960	(26,780)	1,840
Split between:			
- Restricted surplus/(deficit)	(35,048)	140	0
- Unrestricted surplus/(deficit)	82,006	(26,920)	1,840
	46,960	(26,780)	1,840
Cost of Raising Funds	17,432	22,244	34,333
- % of income	2.3%	3.0%	4.0%
Total expenditure	724,759	777,393	856,317
Free unrestricted reserves:			
Free unrestricted reserves held at year end	211,016	185,134	186,974
No of months of total expenditure	3.5	2.9	2.6
Reserves policy target	362,380	388,697	428,159
No of months of total expenditure	6.0	6.0	6.0
Free reserves over/(under) target	(151,364)	(203,563)	(241,185)

MEETING: 14/11/2018

Ref: 14916

ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital

Community Southwark

Adv: Kate Moralee

Base: Southwark

Benefit: Southwark

Amount requested: £444,400

(Revised amount requested £326,875)

Amount recommended: £326,900

The Applicant

Community Southwark (CS), formerly Community Action Southwark (CAS), is the recognised umbrella organisation for the voluntary and community sector in both the London Boroughs of Southwark and Waltham Forest. CS has historically held a strategic position in Southwark and has a strong track record of partnership working with independent funders, statutory bodies and a wide range of voluntary organisations. In May 2015 CAS merged with Volunteer Centre Southwark to form CS. This merger has enabled the organisation to provide a wraparound service to the voluntary and community sector in Southwark offering capacity building services, providing influence and representation in local decision making and supporting social action. In November 2016 the charity was successful with a bid to deliver local infrastructure support services in Waltham forest and have established Community Waltham Forest (CWF).

The Application

The development of Southwark Giving (SG) has been informed by the research "A Tale of Two Southwark's" commissioned with support of the Trust in 2016. CS is requesting a contribution to the salary of a Community Investment Officer and the leadership role of SG and associated running costs to take SG to the next level.

The Recommendation

CS is a well-established infrastructure organisation with a strong track record of delivery in Southwark. It has secured the support of the business, public and voluntary sectors as well as local grant givers, has an effective and strong Strategic Partnership Board and has the in-depth knowledge and confidence of local communities to develop and deliver Southwark Giving. Whilst your policy is usually to award one grant to each organisation this application provides an exception as Community Southwark is the most appropriate agency to host Southwark Giving. During the assessment process your officer was informed that the CEO of CS had secured new employment and is leaving the organisation in January 2019. Due diligence established that CS has plans in place for the transition, are committed to the development of SG and have included a commitment to the ongoing development of SG in both the job description of the incoming CEO and in the Business Plan of CS. In addition, CS has secured £33,000 from a mix of businesses and local grant givers, with a further £5,000 committed on the confirmation of support from your Trust, and a further £20,000 projected from local grant givers. Two corporates have made a commitment to multi year funding, though it is difficult to project long term investment at this point. Following discussion with your Funding Manager and taking into consideration investment in other Local Giving Schemes, the applicant submitted a revised budget of £326,875 over 5 years. The application fits well with your Connecting the Capital programme and funding is recommended as follows:

£326,900 over 5 years (£65,380 per year) towards 0.6 fte Head of Southwark Giving and 0.4 fte Community Investment Officer, plus associated running costs for the development and consolidation of Southwark Giving.

Funding History

Meeting Date	Decision
11/05/2017	£100,000 over two years (£50,000; £50,000) for the salary of a Full Time (35hpw) Outcomes Framework Development Officer and associated running costs to deliver a monitoring and evaluation programme in Southwark and Waltham Forest.
24/05/2016	£4,000 to enable research to be commissioned that will provide an evidence base of the most pressing unmet, and potentially emerging, need in Southwark in order to inform the development of Southwark Giving.
10/04/2014	£146,900 over three years (£47,800; £49,100; £50,000) towards a full-time (35 hours per week) Outcomes Framework Development Officer and running costs for Community Action Southwark's monitoring and evaluation support programme.
15/03/2012	£85,500 over two final years (£42,000; £43,500) towards the salary and associated costs of the Volunteer Development project, subject to a satisfactory report on year 3 of the existing grant.

Background and detail of proposal

This project is informed by an in-depth research analysis of hidden, unmet and emerging local needs entitled *A Tale of Two Southwark's*. This research highlighted 27.6% children under 16 in Southwark living in poverty; 14% of mental health hospital admissions are aged 17 or under; and a higher than London average of over 50's claiming out of work benefits. These issues have been identified by the local community through consultation and will be the initial focus of Southwark Giving through and investment approach rather than open programmes.

The model adopted will: support matching business volunteers with VCS organisations to support capacity and sustainability; generate income for a local Fund from business donations, charity partnerships and philanthropic giving (Southwark has the benefit of a thriving corporate and SME community as well as a growing number of high net worth individuals) and increase cross-sector collaboration with the aim of increasing borough wide community investment and cross fertilisation of skills, knowledge and expertise.

This proposal clearly demonstrates the value of collaboration with SG having secured the support and confidence of Corporates in the Borough as well as that of public bodies, London Bridge BID, local funders and the voluntary sector. SG seeks to build on this initial commitment with support from The Trust, prioritising effective stewarding of existing corporates and the strategic partnership board, alongside the development of building links with local Small and Medium Sized Enterprises. SG already has an effective relationship with Heart of the City, which your officer will ensure continues, with Southwark being considered as a cluster for year 2 of Heart of the City's locally focussed programme. SG is also developing links with The Shard, which houses a significant number of SME's.

SG has identified some ambitious targets over the five years, which it is confident of achieving. The project is currently part of CS and benefits from the skills and expertise within CS as well as its excellent reputation. SG participates in the London Giving Network and has explored the different models of existing Local Giving schemes, considering this approach to be the best model for the borough's needs and resources.

Financial Information

The Charity relies heavily on income from statutory contracts; they received a contract from Southwark Council for 3 years in April 2016 with an option of a two-year extension and a 3-year contract from Waltham Forest in November 2016 to deliver infrastructure support services. CS restructured in April 2018 in response to reduced funding from statutory sources, five staff made redundant.

Year end as at 31 Mar	2017 Audited Accounts £	2018 Draft £	2019 Budget £
Income & expenditure:			
Income	1,262,288	1,328,351	1,228,849
- % of Income confirmed as at 25/9/18	n/a	n/a	96%
Expenditure	(1,380,856)	(1,455,372)	(1,210,364)
Total surplus/(deficit)	(118,568)	(127,021)	18,485
Split between:			
- Restricted surplus/(deficit)	(4,463)	(6,227)	17,000
- Unrestricted surplus/(deficit)	(114,105)	(120,794)	1,485
	(118,568)	(127,021)	18,485
Cost of Raising Funds	0	37,225	28,054
- % of Income	0.0%	2.8%	2.3%
Operating expenditure (unrestricted funds)	897,293	888,061	753,904
Free unrestricted reserves:			
Free unrestricted reserves held at year end	227,984	107,190	108,675
No of months of operating expenditure	3.0	1.4	1.7
Reserves policy target	224,323	222,015	188,476
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	3,661	(114,825)	(79,801)

MEETING 14/11/2018

Ref: 14956

ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital

Hoxton Health

Adv: Sandra Davidson

Amount requested: £77,604

Base: Hackney

Benefit: Hackney

Amount recommended: £77,600

The Applicant

Hoxton Health (HH), a charitable company, was established in 1987 by local people after a successful bid for 'inner city partnership' funding. It aims to support older people to live happier, healthier, more active and independent lives through a range of complementary therapies (e.g. homeopathy; aromatherapy; massage; reflexology). HH enjoys the free use of a small office and treatment rooms in St Leonard's Hospital in south Hackney, which is ideally placed for service users to attend whilst accessing services. Activities also take place at GP surgeries, care and nursing homes and community venues. In addition to complimentary therapies, HH offers a wide range of physical activities tailored for its client group such as chair-based exercise, Tai Chi, and Slow Line Dancing classes. The therapeutic benefit of treatment and group activities provides much-needed social contact, increasing community connections thus reducing isolation.

The Application

In September 2015 you awarded HH £110,000 over three years towards the salary of a p/t Volunteer Co-Ordinator, a p/t Manager and related project costs to continue and develop complementary health services for existing and future older people 75+. This application requests support to continue delivering and expanding the service supporting the p/t Volunteer Co-Ordinator's post and associated costs to ensure the smooth running of activities.

The Recommendation

HH is considered a well-regarded and trusted charity that provides valuable and specialised services to several hundred older, often frail, people in an area of high need. The number of service users has increased as a result of marketing, word of mouth and subsidised fees for older people 75+. Many users are frail and isolated and find it difficult to maintain or improve their health and well-being.

£77,600 over a further two-years (£38,800 x 2) towards the salary of a p/t Volunteer Co-ordinator (11 hpw); p/t Manager (7hpw); and related project costs.

Funding History

Meeting Date	Decision
23/09/2015	£110,000 over three years (£34,000; £38,000; £38,000) towards the salary of a p/t Volunteer Co-ordinator (11hpw); p/t Manager (7hpw); and related project costs.

Background and detail of proposal

According to the 2011 Census the Hackney population is estimated at 273,526 people with approximately 14% being over 55. Hackney was the eleventh most deprived local authority in the 2015 Index of Multiple Deprivation. In the next 25 years, the proportion of people aged 75+ will increase by more than 50%. Steady growth is expected in the 65+ age groups across all diverse communities. 42% of all older people are in receipt of pension credit. HH works to improve the quality of life of older people particularly those who become socially isolated and disengaged from their community, often because of long-term illness. Over 150 older people use the charity's services each week with over 60% of these aged 75+. HH has recently started a foot health programme for street sleepers and is developing classes for Charadi and Turkish women.

The Volunteer Co-ordinator is vital to recruiting and training older people as volunteers and to providing the opportunity to work with young volunteers. The post holders' hours have increased to 17.5 hpw due to aspects of the work developed far beyond the original contract of 11 hpw. This increase is being funded through general funds at present. Recent data using Measure Yourself Medical Outcome Profile Scores (MYMOPS) show a significant improvement in health and wellbeing of participants in the project. HH is well networked with other service providers across the borough and keen to develop partnerships ensuring the activities can be widely accessed. Activities will include 1,255 complementary treatments; continued work in care and nursing homes; and developing volunteer support to improve day-to-day management and direct service delivery. Outcomes include: older people living more active lives; improvements in health and wellbeing; and reduction in depression and anxiety. Staff, practitioners, and volunteers are reflective of the local community and speak many languages.

Financial Information

The organisation's income is relatively steady, with a drop in 2017/18 due to time limited grants. The cost of raising funds is not disclosed in the account. HH's Manager is the organisation's main fundraiser and estimates the proportion of her time which is shown in the table below. The charity's reserves policy is to set aside £35,000 of unrestricted reserves as a designated fund. As part of the organisation's strategic review, plans include diversifying its income streams to build its reserves. Applications are being made to other Trust's and Foundations.

Year end as at 31 March	2017 Examined Accounts £	2018 Draft £	2019 Budget £
Income & expenditure:			
Income	183,412	141,735	126,314
- % of income confirmed as at 30/10/18	n/a	0%	39%
Expenditure	(179,266)	(149,314)	(126,135)
Total surplus/(deficit)	4,146	(7,579)	179
Split between:			
- Restricted surplus/(deficit)	(9,038)	(4,265)	
- Unrestricted surplus/(deficit)	13,184	(3,314)	179
	4,146	(7,579)	179
Cost of Raising Funds			7,000
- % of income	0.0%	0.0%	5.5%
Operating expenditure (unrestricted funds)	87,064	50,459	53,431
Free unrestricted reserves:			
Free unrestricted reserves held at year end	45,797	42,408	42,587
No of months of operating expenditure	6.3	10.1	9.6
Reserves policy target	35,000	35,000	35,000
No of months of operating expenditure	4.8	8.3	7.9
Free reserves over/(under) target	10,797	7,408	7,587

MEETING: 14/11/2018

Ref: 14914

ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital

Migrant & Refugee Communities Forum

Adv: Sandra Jones

Base: Kensington & Chelsea

Amount requested: £304,253

Benefit: London-wide

Amount recommended: £300,100

The Applicant

Migrant and Refugee Communities Forum, operating under the name Migrant Organise (MO), was established in 1993 as a membership organisation, to provide a platform where refugees and migrants could be supported on an individual and community basis. This is achieved through leadership development and collaborative capacity building including training, advice, mentoring, advocacy and social policy. The charity also supports vulnerable refugees and migrants suffering mental health issues. The organisation is well established and has built a good reputation across the capital and beyond for supporting small, local community organisations. The organisation, which is based in North Kensington, has been supporting several survivors of Grenfell Tower.

The Application

MO is applying for funding to provide a range of support to small local migrant and refugee organisations across London to enable them to participate fully within their local area. This will include capacity building training to organisations; leadership development through mentoring and training; and building intersectional alliances. This will be achieved through funding the CEO for 2 days per week; an Advocacy Officer 1 day per week; a toolkit and associated running costs. These postholders will be delivering the training and mentoring across London as well as developing a toolkit and supporting volunteers.

The Recommendation

MO has an excellent track record of engaging with some of the most marginalised communities in London, bringing them together to work collaboratively and training and supporting them to contribute effectively across London's civil society. This project will further this work by delivering training and mentoring to local groups as well as providing leadership mentoring and training. Collaborative working between communities as well as the wider civil society is part of the project. The project will be delivered by the CEO and Advocacy Organiser. A toolkit will be developed to be used across the sector thus supporting more organisations than those attending the training. The recommendation is slightly less than applied for as the organisation had applied a high level of inflation for salary costs, which has been reduced to 3%:

£300,100 over 5 years (£60,000; £56,700; £59,000; £61,100; £63,300) towards the costs of the CEO (2 days per week), Advocacy Organiser (1 day per week), toolkit development and associated running costs.

Funding History

Meeting Date	Decision
07/09/2018	Application withdrawn in order to make a revised proposal.
28/04/2011	£75,000 over three years (3 x £25,000) towards the salary costs of a f/t Administrator/Finance Worker.

Background and detail of proposal

Through the provision of training, mentoring and infrastructure for service delivery and partnership working, MO will develop the capacity of migrant and refugee organisations and leaders to be in a position to participate effectively within civil society. By learning new skills and transferring them to other members of their community, leaders will develop social capital and share responsibility within communities, thus increasing their resilience and effectiveness.

The project will provide tailor-made participatory training to at least 10 migrant and refugee community groups annually, which will include developing infrastructure, inclusion, working effectively within civil society. In addition to this, a leadership programme will be offered which will include supporting the leaders to develop at least 5 members of their communities, to share learning. The third area of work is to work across civil society organisations to provide networking and network-building activities. A toolkit will be developed and distributed widely to ensure the learning is spread as widely as possible across London.

Financial Information

Major sources of funding are from grants and donations, with only 21-30% reliance from statutory sources. The organisation has not included the cost of raising funds in their accounts, but after discussions with your officer they will be including this in future accounts. The level of free reserves has depleted over recent years, and the trustees are currently exploring ways of turning this situation round, including concerted fundraising efforts. The deficit in 2019 is due to the charity spending against existing restricted funds.

Year end as at 31 March	2017 Examined Accounts £	2018 Forecast £	2019 Budget £
Income & expenditure:			
Income	536,658	758,086	705,775
- % of Income confirmed as at July 2018	n/a	n/a	80.56%
Expenditure	(429,262)	(633,979)	(723,509)
Total surplus/(deficit)	107,396	124,107	(17,734)
Split between:			
- Restricted surplus/(deficit)	107,396	122,657	(19,734)
- Unrestricted surplus/(deficit)	0	1,450	2,000
	107,396	124,107	(17,734)
Cost of Raising Funds	0	41,758	26,996
- % of Income	0.0%	5.5%	3.8%
Total expenditure	429,262	633,979	723,509
Free unrestricted reserves:			
Free unrestricted reserves held at year end	83,731	85,181	87,181
No of months of operating expenditure	2.3	1.6	1.4
Reserves policy target	107,316	158,495	180,877
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(23,585)	(73,314)	(93,696)

MEETING: 14/11/2018

Ref: 14898

ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital

Museum of Brands, Packaging and Advertising

Adv: Gilly Green

Base: Kensington & Chelsea

Amount requested: £80,000

Benefit: London-wide

Amount recommended: £80,000

The Applicant

Established in 2002, the Museum of Brands, Packaging and Advertising (MoBP&A) is a charitable company and aims to improve quality of life and increase social inclusion for the public through the arts, specifically providing access to over 15,000 objects and preserving the heritage of branding, packaging and advertising. It also aims to deliver high quality learning experiences for schools and colleges and runs family and community programmes including targeted work such as reminiscence programmes. Last year the Museum received 57,000 visitors.

The Application

Advertising and brands are known to have value in reminiscence work. These familiar objects and signage have a powerful ability to unlock memories of places, people and events. The Museum has a unique set of resources with evocative power to engage and stimulate memory through creative, multi-sensory activities. Over 40,000 older people have visited the museum since its launch and the organisation has run 3 dementia related projects which have shown to improve older people's wellbeing. This has included a memory box loan scheme, an advertising course for people with early onset dementia and a series of reminiscence sessions in the community. The Museum now wishes to build on the pilot programmes and expand the service to combine museum-based training and reminiscence activities, along with outreach sessions in care homes for those older people unable to travel. By training care home professionals and offering support to family carers and to people living with dementia, the organisation will be able to include people with dementia in their services in new and stimulating ways. The new project will be known as Brand Memories and the application is to support a full-time Project Manager and on costs, and a contribution to equipment and project running costs.

The Recommendation

MoBP&A is a comparatively new museum offering a great collection of brands and packaging from the late 1900s. It has impressive visitor numbers and user feedback is consistently positive. The project is targeted at people living with dementia – a group that, as their mobility and cognitive abilities diminish, often miss out. It is well placed to deliver this work and is informed by partnerships with specialist agencies such as the Alzheimer's Society who understand the issues and can help ensure the project overcomes the barriers to inclusion. The project meets your programme outcomes for Bridging Divides by opening up hitherto closed opportunities for an excluded group of older Londoners and by engaging them in stimulating activities which will help improve wellbeing and reduce isolation. Funding is recommended:

£80,000 over two years (2 x £40,000) to cover the salary costs of a f/t Project Worker and a contribution to project costs for Brand Memories. The grant is conditional upon receipt of an up to date cashflow prior to the release of each

year's funding showing adequate expected funds to cover planned expenditure.

Funding History

None

Background and detail of proposal

The MoBP&A offers a stimulating experience for visitors to this heritage collection of household brands and packaging. It runs interactive sessions for school children as well as offering higher education qualifications. It also has a publishing arm, an award-winning shop and new garden café. Its visitor numbers have risen steadily since its move into its new premises. The unpaid CEO is a dynamic committed philanthropist, whose unrelated company provided an interest free loan to purchase the building. It also has a loan from Charity Bank. Brand Memories is at an early stage of development but the project builds steadily on previous pilots. The organisation recognises it needs to work in partnership with specialist providers to fully understand how best to meet the needs of the user group. There is a strong commitment to the production of high quality materials and an interest in exploring the role of digital tools in delivery, including inter-generational apps. Working with the University of London, the Museum hopes to capture the learning and share this widely across the Museum sector, recognising that services for older people in this sector have not kept pace with developments for children and young people.

Financial Information

The organisation has a diverse mix of funding including self-generated income, grants and donations, however it is currently showing negative free reserves. This situation occurred due to investing £250,000 of its reserves in its relocation to new premises. In mitigation of the risk, the organisation has a range of income streams – most of which are now growing year on year, for example venue hire is 40% up this year, and this diversity reduces the impact if one stream unexpectedly goes down. Its financial forecasts indicate growth over the next two years, and it has £100,000 of its Charity Bank loan which it has not yet drawn down. The full cost of the project at nearly £240,000 over two years is high – but includes considerable one-off outlays for recording equipment and project/office set up, in recognition that high quality recordings and visual materials are essential for this user group. The request to the Trust is for approximately 30% of the total budget and includes the salary costs of the Project Manager which seem reasonable. 50% of the total projects costs have already been raised through a grant from Garfield Weston Foundation.

Year end as at 31 DECEMBER

	2017	2018	2019
	Audited Accounts	Forecast	Budget
	£	£	£
Income & expenditure:			
Income	1,005,203	1,185,981	1,378,362
- % of Income confirmed as at 25/09/18	n/a	47%	7%
Expenditure	(994,623)	(1,158,447)	(1,269,919)
Total surplus/(deficit)	10,580	27,534	108,443
Split between:			
- Restricted surplus/(deficit)	(64,622)	0	0
- Unrestricted surplus/(deficit)	75,202	27,534	108,443
	10,580	27,534	108,443
Cost of Raising Funds	23,160	10,000	10,605
- % of Income	2.3%	0.8%	0.8%
Operating expenditure (unrestricted funds)	975,001	1,005,847	1,149,919
Free unrestricted reserves:			
Free unrestricted reserves held at year end	(238,015)	(210,481)	(102,038)
No of months of operating expenditure	-2.9	-2.5	-1.1
Reserves policy target	487,500	502,923	574,959
No of months of operating expenditure	6.0	6.0	6.0
Free reserves over/(under) target	(725,515)	(713,404)	(676,997)

MEETING: 14/11/2018

Ref: 14891

ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital

Surrey Docks Farm

Adv: Rebecca Green

Base: Southwark

Amount requested: £148,031

Benefit: Southwark

Amount recommended: £148,000

The Applicant

Surrey Docks Farm Provident Society (Surrey Docks Farm) is a registered society (formally industrial and provident society) occupying 2.2 acres on the south bank of the Thames at Rotherhithe. The farm, now in its 42nd year, aims to provide opportunities for all communities in Southwark and surrounding areas to: engage with a working farm; learn about animal care, horticulture, food production and nutrition; and learn about natural environment. The farm has a focus on environmental sustainability including energy reduction and harvesting renewables. Free of charge to visitors, it hosts a Farm Shop and café and runs a gardening workshop with projects including youth clubs, educational visits and training programmes for adults with learning disabilities.

The Application

Surrey Docks Farm is requesting funding for its 'Putting Down Roots in Rotherhithe' project. Delivered by a dedicated team (a Green Mentor and a Horticulture Apprentice), the project will: centralise the farm's environmental work and establish the farm as a centre for environmental education; to engage the local community in growing and greening activities as part of a 'Green Network'; and deliver activities including food growing and cooking more widely. The application is for 5 years tapered funding which will be supplemented through grants, growing and greening contracts with local developers and income generated through delivering accredited courses and the sale of produce grown.

The Recommendation

The farm is involved with a consortium of neighbouring environmental groups and works closely with local developers, Southwark Council and housing associations to promote green amenities. It has delivered various activities in the local area and has been approached by interested members of the community who are interested in being involved. With an existing network in a basic form, and as the only city farm in the borough, it is in a good place to develop this work for residents and farm visitors.

£148,000 over 5 years (£37,100; £35,300; £32,800; £24,900; £17,900) towards the Putting Down Roots in Rotherhithe project including a contribution to a FT Green Mentor (4dpw tapering down to 2dpw), a FT Horticulture Apprentice (1dpw) and project costs.

Funding History

Meeting Date	Decision
15/06/2017	Withdrawn
18/07/2012	£111,000 over three years (£47,000; £35,000; £29,000) for the Co-ordinator's salary and other costs of the Joining Up project.

Background and detail of proposal

Surrey Docks Farm is based in Rotherhithe, north Southwark, where significant redevelopment has been taking place and a 70% increase in population is forecast

over the next 10 years. The farm works closely with developers to ensure that open and green spaces are included in these changes and to keep residents informed about protecting their environment and keeping it green. In Lambeth and Southwark, 1 in 4 10-11 year olds are recorded as obese, and the farm aims to work closely with families in the community, to offer outdoor activities and education about nutrition, growing and cooking.

The farm hopes to establish itself as a local centre for environmental education through its Putting Down Roots in Rotherhithe project, supporting residents and visitors, delivering accredited training programmes and improving environmental education (including development of information on its website and improved signage around the farm for the benefit and education of all visitors). The second strand of work is to develop a green network to encourage residents to champion green spaces. This wider network will involve direct support for up to 300 residents a year in initiating growing and greening projects, engagement with developers and landlords, and networking and events to promote local green activities. The final strand is for food growing and cooking with fresh produce. This will include monthly workshops and courses, and food growing sessions and cooking courses for young people and families (approximately 100 people a year). It receives many more enquiries of people who would like to be involved, to learn or to volunteer, than it is currently able to manage. Increased capacity through this project intends to harness this interest. The vast majority of activities will be free for the user and targeted at disadvantaged groups and local residents.

Financial Information

More than 60% of income is generated through fees, sales, charges and hires, and a significant amount (£210k) of the income yet to be raised for 2018/19 is through this generated income and so is based on estimates from previous years.

Year end as at 31 March	2017 Audited Accounts £	2018 Draft Accounts £	2019 Budget £
Income & expenditure:			
Income	526,133	471,227	425,035
- % of income confirmed as at 24/08/2018	n/a	n/a	44%
Expenditure	(511,619)	(438,455)	(418,071)
Total surplus/(deficit)	14,514	32,772	6,964
Split between:			
- Restricted surplus/(deficit)	3,810	(6,470)	0
- Unrestricted surplus/(deficit)	10,703	39,242	6,964
	14,513	32,772	6,964
Cost of Raising Funds	22,529	21,348	18,395
- % of Income	4.3%	4.5%	4.3%
Operating expenditure (unrestricted funds)	305,273	306,411	288,489
Free unrestricted reserves:			
Free unrestricted reserves held at year end	71,140	100,023	106,987
No of months of operating expenditure	2.8	3.9	4.5
Reserves policy target	76,318	76,603	72,122
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(5,178)	23,420	34,865

MEETING: 14/11/18

Ref: 14865

ASSESSMENT CATEGORY: Bridging Divides - Positive Transitions

Open Door, Young People's Consultation Service

Adv: Julla Mirkin

Amount requested: £94,522

Base: Haringey

Benefit: Haringey

Amount recommended: £94,500

The Applicant

Open Door (OD) is a mental health charity that works with young people in the London borough of Haringey. It has worked from its base in Crouch End since 1976 and offers a flexible programme, ranging from short-term crisis work to ongoing therapy for up to two years. A multimodal approach allows a range of therapies to be offered, depending on beneficiaries' changing needs, including: counselling; psychotherapy; cognitive behavioural therapy (CBT); and group and family therapies.

The Application

In 2015, you awarded a grant to OD to develop its new base in Tottenham, within the Northumberland Park ward, the most deprived ward in Haringey. This grant has been successful, meeting all targets, forging new local partnerships and shifting the focus of OD's work from Crouch End to Tottenham. This application is for continuation funding, during which OD will consolidate its reputation; expand and develop its services and work towards the long-term stability of its Tottenham site.

The Recommendation

OD is the only service in Haringey offering a broad range of therapy options to young people, all of which can be accessed through self-referral.

£94,500 over two years (£46,900; £47,600) for staffing, supervision, support and project costs and a core contribution for services at the Tottenham site.

Funding History

Meeting Date	Decision
25/09/2014	£138,000 over three years for staff and supervision, project and administration costs of a new organisational base in Tottenham.
19/02/2009	£110,000 over three years for salary costs and some running costs of an early-intervention project for young people and their parents.

Background and detail of proposal

50% of adult mental health problems emerge before the age of 14 and 75% by age 24 (Kessler RC, Berglund P, Demler O, Jin R, Merikangas KR, Walters EE. (2005)). This is likely to be linked to the stresses and changes involved in transitioning from childhood to adulthood, during which young people must learn to live independently and establish a positive adult identity. There is a growing consensus that we are experiencing a crisis in adolescent mental health: rates of depression and anxiety have increased by 70% over 25 years (*Lifetime Impacts: childhood and adolescent mental health, The Mental Health Foundation, 2004*); and self-harm presentations to A&E have increased by 68% since 2011 (*Incidence, clinical management, and mortality risk following self-harm among children and adolescents: cohort study in primary care, BMJ 2017; 359*). In OD's own service, more than 50% of young adults have self-harmed. It is in this context that OD has approached CBT for funding of its work with young people between the ages of 16 and 24 in the most deprived ward in Haringey. It is not your usual practice to fund work with young people up to this age;

however, given the evidence of need and your new aim, under Bridging Divides, to support disadvantaged people to make important transitions, the work of OD appears to be a close fit to your criteria.

In 2013, OD received a three-year grant from Haringey's Voluntary Sector Investment Fund for organisational transformation to establish its new Tottenham base. CBT funding awarded in 2014, supported the expansion of services at the Tottenham site from one day of therapeutic services to four days by year three. Targets for a potential two years of continuation funding from CBT include, assessing 220 young people (125 to be CBT-funded); offering treatment to 180 clients (110 to be CBT-funded), a minimum of 30% of which will come from high-risk groups and of which 70% will demonstrate improved mental health as a result of treatment. There will be a 75% reduction in self-harming amongst beneficiaries and a reduction in alcohol and drug misuse of 60%. 80% of beneficiaries will report improved family, peer and partner relationships.

Financial Information

Approximately 60% of OD's income in 16-17 came from contracts with the Haringey CCG, of which £126K was a core grant awarded for two years. 28% of income was from Trusts and Foundations and the remainder was from donations, fees and non-statutory contracts. The majority of OD's expenditure (80%) is on staff costs as OD owns its Crouch End site. Other operational activities, such as project management and fundraising, have been carried out by senior staff, Trustees and Volunteers, which is why OD has struggled to accurately calculate its CoRF. No figure appears in the 16-17 accounts, but the cost is estimated to be c. £15K, only 3% of income due to much of it being undertaken pro bono. The organisation plans to include a figure for CoRF in its 17-18 accounts and also has included a contribution to project management in its professionalised operating model. OD are budgeting for a deficit in 2019 which will reduce their level of free reserves, they are however hopeful that they will out perform this budget which will reduce the impact on reserves.

Year end as at 31 March	2017 Examined Accounts £	2018 Draft Accounts £	2019 Budget £
Income & expenditure:			
Income	440,382	414,458	491,094
- % of income confirmed as at 21/08/18	n/a	n/a	89%
Expenditure	(417,281)	(444,791)	(494,894)
Total surplus/(deficit)	23,101	(30,333)	(3,800)
Split between:			
- Restricted surplus/(deficit)	47,530	(38,183)	46,856
- Unrestricted surplus/(deficit)	(24,429)	7,850	(50,656)
	23,101	(30,333)	(3,800)
Cost of Raising Funds	0	0	15,000
- % of income	0.0%	0.0%	3.1%
Operating expenditure (unrestricted funds)	62,973	48,422	154,716
Free unrestricted reserves:			
Free unrestricted reserves held at year end	72,813	80,663	30,007
No of months of operating expenditure	13.9	20.0	2.3
Reserves policy target	80,000	80,000	80,000
No of months of operating expenditure	15.2	19.8	6.2
Free reserves over/(under) target	(7,187)	663	(49,993)

MEETING: 14/11/2018

Ref: 14954

ASSESSMENT CATEGORY: Bridging Divides - Positive Transitions

Roma Support Group

Adv: Sandra Jones

Base: Newham

Amount requested: £84,716

Benefit: London-wide

Amount recommended: £84,800

The Applicant

Roma Support Group (RSG), a charity, was set up in 1998 to improve the quality of life for Roma refugees and migrants living in London, chiefly through supporting them to adapt and successfully integrate into UK society. A further aim is to raise awareness about the Roma culture and history amongst the general public, in particular people working in the public sector who provide services to this community. The Roma community is one of the most socially excluded groups in London and as a community, they have had a history of persecution across Europe. During 2017 the organisation supported over 3,000 Roma refugees and migrants across London.

The Application

RSG is seeking funding for a two-year continuation of the Roma Mental Health Advocacy Project to provide support to Roma migrants and refugees in gaining access to mental health services and understanding mental health issues. This will include one-to-one advocacy support, peer support sessions, as well as increasing the understanding amongst mental health professionals about Roma patients' experiences, needs, barriers and culture. This will be achieved by a part time (3 days per week) Project Co-ordinator and 2 mental health advocates, each working 1 day per week.

The Recommendation

The proposal is for continuation funding of a three-year project funded by your Committee. Over the three years of operation the project has evidenced high impact for those people accessing the service, exceeding all targets set for the project. A further two years will enable the project to continue this important service and work on its sustainability. This project is a good fit with your Positive Transitions element of Bridging Divides.

£84,800 over two years (£41,000; £43,800) towards the costs of a Project Co-ordinator (21hpw); 2 p/t bi-lingual mental health advocates (7hpw each); and related running costs for a mental health advocacy service.

Funding History

Meeting Date	Decision
13/05/2015	£122,900 over three years (£41,000; £39,300; £42,600) for the costs of a Project Co-ordinator (21 hpw); 2 p/t mental health advocates (7hpw each); and related running costs for a mental health advocacy service.

Background and detail of proposal

In setting up the project, the barriers to accessing mental health services for Roma people identified were lack of trust in mental health professionals; lack of knowledge

of the existing services and where to seek help; communication, language and literacy barriers; inability to use systems to organise appointments and the stigma of mental health issues within the Roma community.

From the mental health professional side, lack of awareness of the Roma culture and needs was identified as a key barrier. In all these areas progress has been made. It has been identified that when Roma community members are provided with culturally appropriate information about mental health issues and avenues for accessing professional support, their willingness to discuss mental health and engage with professional, increases substantially 75% of beneficiaries of the current project reported improved understanding of mental health issues and services, with 50% of beneficiaries reporting an increased independence in accessing mental health services and confidence in engaging with mental health professionals.

Financial Information

RSG shows a deficit on unrestricted reserves over the last three years. This was a planned deficit of the charity as they made a policy decision in financial year ending 2016 to reduce their unrestricted funds to a level identified in their reserves policy of 3 months of turnover.

Year end as at 31 January	2017 Audited Accounts £	2018 Draft Accounts £	2019 Budget £
Income & expenditure:			
Income	315,888	397,618	327,600
- % of Income confirmed as at September 2018	n/a	n/a	96%
Expenditure	(352,083)	(352,095)	(347,499)
Total surplus/(deficit)	(36,195)	45,523	(19,899)
Split between:			
- Restricted surplus/(deficit)	(20,220)	63,252	(5,355)
- Unrestricted surplus/(deficit)	(15,975)	(17,729)	(14,544)
	(36,195)	45,523	(19,899)
Cost of Raising Funds	33,036	33,939	33,775
- % of Income	10.5%	8.5%	10.3%
Total expenditure (total funds)	352,083	352,095	347,499
Free unrestricted reserves:			
Free unrestricted reserves held at year end	107,425	89,696	75,152
No of months of operating expenditure	3.7	3.1	2.6
Reserves policy target	88,021	88,024	86,875
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	19,404	1,672	(11,723)

Committee	Dated:
City Bridge Trust	14 th November 2018
Subject: Strategic Initiative - Funder Plus Phase 1	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Decision
Report author: Jenny Field, Deputy Director of City Bridge Trust	

Summary

At your last meeting you received a paper outlining proposals for the first phase of a new CBT Funder Plus¹ offer, as part of your Bridging Divides strategy for 2018 – 2023. At that meeting you agreed to commit up to £500,000 of your 2018/19 grants budget towards this first phase, together with up to £50,000 non-grants expenditure in order to procure a Managing and Learning Partner to support the initiative. It was envisaged that three grants of up to £150,000 (from the £500,000) would be awarded to providers of civil society support in London to each work with a cohort of CBT grantees to provide a Triage and Connect programme over 12 months to test what good ‘diagnostics’, ‘connecting’ and ‘supporting’ looks like. This report seeks your approval for two such grants, one to the Cranfield Trust and the other to Locality, towards this programme. It is anticipated that a recommendation for a third grant to a third charity will be brought to your January 2019 Committee meeting.

Recommendation

Members are asked to:

- Approve a grant of £150,000 to the Cranfield Trust towards a Triage and Connect programme to support the delivery of Phase One of the Trust’s new Funder Plus offer.
- Approve a grant of £150,000 to Locality towards a Triage and Connect programme to support the delivery of Phase One of the Trust’s new Funder Plus offer.
- Approve a condition on both grants that the two organisations work with CBT to ensure their respective budgets and the numbers of beneficiaries are appropriately aligned.

¹ ‘Funder Plus’ means providing capacity building support for grantees, usually through a third-party provider, thereby adding value to the grant. For example, you are supporting the Cranfield Trust’s Strive Programme which is providing pro bono management consultancy support for CBT grantees.

Main Report

Background

1. Your Bridging Divides strategy 2018 – 2023 commits you to improving your Funder Plus offer to make it more coherent and better aligned with other funders.
2. At your last meeting, you received a paper outlining proposals for Phase One of your new Funder Plus offer which is intended to provide a foundation on which to build additional layers of your offer, through the ‘total assets’ approach set out in the Bridging Divides strategy.
3. At the meeting you agreed to commit up to £500,000 of your 2018/19 grants budget towards this first phase, together with up to £50,000 non-grants expenditure in order to procure a Managing and Learning Partner to support the initiative.
4. The proposals for Phase One of Funder Plus were informed by two roundtables held during this year; one for funders and another for civil society support organisations both of which led to very rich discussions and strong appetite for working together to find more creative and imaginative ways of helping organisations build capacity alongside more traditional areas of civil society support.
5. We have also consulted on the content of the Phase One programme, a draft of which was appended to the report received at your last meeting. Key principles of this document include:
 - Whilst the offer will require a digital platform to enable organisations to both self-diagnose their support needs and also identify the provider best suited to them, this cannot replace a face-to-face conversation to help tease out some of the more pressing issues than the organisation itself may have identified.
 - The importance of ‘clear blue water’ between those undertaking the deeper diagnosis and the funder cannot be over-emphasised; potential/existing grantees may be reluctant to show what might be perceived as weakness to a funder.
 - Whilst Funder Plus offers are often welcomed by the sector, organisations can also feel overwhelmed by too many Funder Plus offers but not able to turn any down for fear of appearing ungrateful. It is therefore important to be clear that any offer is just that: an *offer* not a *requirement*.

6. At the last meeting, you approved our proposal that Phase One of your new Funder Plus offer would run as a 'Triage and Connect' programme to test what does good 'diagnostics', 'connecting' and 'supporting' look like, working initially with three cohorts of your grantees. The cohorts are likely to be:
 - A group of recent grantees;
 - A group linked by geography (focusing on the 'cold spots' highlighted in the statistical report that was brought to your July meeting);
 - A group linked by an issue (yet to be decided but it would be sector specific, for example, mental health; frontline advice agencies; deaf and disabled people's organisations).

Implementing Phase One of Funder Plus

7. Following approval at the last meeting, civil society support organisations were invited to apply for grants to deliver this Triage and Connect programme over a twelve-month period which would need to signpost grantees to the most appropriate source of support (which could not be the Triage and Connectors' own organisation, of course).
8. In the event, only two bids were received – from the Cranfield Trust (an organisation well known to CBT and which you are funding to run the Strive programme providing support to CBT grantees) and Locality, a national membership network supporting local community organisations to be stronger and more resilient. Both bids were very strong and so both are brought to you today with a recommendation for funding.
9. Both organisations have provided a breakdown of how they propose to use the grant if their respective bids are successful. The invitation to apply did not stipulate budget headings but there are sufficient similarities between the two to provide a comparison which is contained in the table overleaf. Whilst there is a lot of similarity there are also some differences, as there are in the number of estimated beneficiaries. Locality says it will aim to support up to 80 organisations whilst Cranfield Trust states a minimum of 40. If funding is approved today, it is proposed that officers meet with the two organisations to bring the budgets and the numbers of beneficiaries in closer alignment. Both organisations agree this approach will be a helpful way forward.

Cost Item		Cranfield	Locality
Entry Platform	Tech	3,806	2,500
	Comms	2,468	2,500
	Content	2,199	
	Admin & CRM Management		11,250
Management & administration	Overarching	18,655	12,250
	Misc: Engaement with Learning Partner etc. Getting feedback. Devt of pool of providers.		7,500
Triage & Connect		16,472	39,000
Grants for CBT funded organisations		106,400	75,000
TOTAL		150,000	150,000

10. In parallel, we are in the process of procuring the Managing and Learning Partner through the City of London Corporation's procurement process (deadline for submissions 9th November 2018; interviews 20th November 2018).

11. Once this appointment has been made, we propose to work with the Partner to identify suitable organisations with potential to be the third Triage and Connector and which can be invited to apply for a grant. We therefore anticipate bringing a recommendation for a third grant to your January 2019 meeting.

12. The assessment reports for the Cranfield Trust and for Locality are provided at Appendix A and Appendix B respectively.

Conclusion

13. Both Cranfield Trust and Locality are highly experienced in providing sophisticated organisational diagnostics and of providing tailored support packages.

14. Neither Cranfield Trust not Locality will be able to signpost organisations to themselves for support, of course. Both are committed to identifying more creative and imaginative ways of supporting organisations (such as peer-to-peer support or backfilling capacity in an organisation to enable key staff to attend conferences, networking events or training) alongside the more traditional forms of support such as governance or managing resources. They both propose to develop a pool of 'preferred providers' to signpost organisations to which will be rated anonymously by those who have received support – a sort of Trip Advisor for civil society support!

15. Both are also committed to working closely with each other, the Managing and Learning Partner and CBT using a 'test and learn' approach which will enable the programme to be tweaked as it develops.

16. The two proposals although slightly different in approach also share a lot in common. Both are keen to work with the Managing and Learning Partner to co-curate how their respective programmes will finally look.
17. If a third grant is awarded at your January Committee meeting, it will be possible to launch your new Funder Plus offer shortly afterwards.
18. It is proposed to bring regular updates to this Committee on how the programme is progressing.

Appendix A

Cranfield Trust Ref: 15034

Background

Cranfield is a leading provider of pro bono management support for the voluntary sector in the UK. Its vision is to improve the lives of people experiencing poverty, disability and social exclusion. 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.

It has thirty years' experience of working with skilled volunteers from the private sector and placing them with frontline charitable organisations. Its largest volunteering activity is pro bono consultancy but it also uses its relationships with individuals from the private sector to deliver telephone support, online advice, Masterclass events, online information, and intensive one or two-day support. As well as Masterclasses, it holds a variety of events such as roundtables, training and group meetings.

It was one of the first voluntary organisations to offer a digital service via HRNet, the HR resource for the voluntary sector.

During the last financial year (ending September 2018) it started new consultancy projects with 287 organisations and had a total of 464 active consultancy projects.

You are currently funding its Strive programme which is providing capacity building support to CBT grantees. At your meeting in July 2018, you agreed to extend this funding for a further six months (that is, until January 2019) until it was clearer what your new Funder Plus offer might look like.

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. By mid-January 2019, the Strive programme will have supported 95 CBT grantees plus a further 23 organisations over the two years of the programme.

Now that proposals for Phase One of Funder Plus have been approved with the emphasis on testing good 'diagnostics', 'connecting' and 'supporting', you may wish to continue to support Cranfield Trust's Strive programme due to their track record as a provider of civil society support (in their Triage and Connect role they would not be able to refer organisations to their own services but this does not preclude the other Triage and Connectors from treating them as a provider of civil society support). Officers will bring proposals for your future support of the Strive programme to your January 2019 meeting.

The Proposal

Cranfield Trust has 30 years' experience of undertaking assessments of organisations' strengths, challenges and areas for development. It has a track record in developing new models of support when and where needed and is adaptive and creative in its approach.

It envisages six key stages to the delivery of the programme:

- An online platform to enable organisations to self-diagnose and to be signposted to appropriate sources of help
- Triaging through a structured phone call and then signposting to appropriate sources of help and support. Cranfield Trust's team is highly experienced in triaging in this way and last year dealt with 500 enquiries.
- Face to face interviews lasting 60 or 90 minutes and which can cover 'hard and 'soft issues in order to understand the full range of issues facing the organisations. Support in helping the organisation which issues to prioritise.
- Support plan and next steps. Up to 5 days support is envisaged.
- Guidance, monitoring and oversight, to ensure that the relationship with the provider is effective and useful.
- Feedback, and a follow-up diagnostic and evaluation.

Financial Information

In 2016/17, received a grant of £250,000 from Garfield Weston for work in the north of England and in Wales. This was paid in one payment during that year and is held as a restricted reserve. Funds from this will be released in 2017/18 and in 2018/19 to meet the deficits on restricted expenditure.

Expenditure is forecast to increase in 2017/18 as a number of Cranfield Trust's associates were brought in-house on a PAYE basis in order to comply with IR35 requirements. An increase in income in 2019/20 is based on additional fundraising that is planned during the year which also explains the increase in the Cost of Fundraising.

Year end as at 30 Sept			
	2017 Audited Accounts	2018 Forecast/Draft	2019 Budget
	£	£	£
Income & expenditure:			
Income	713,749	511,910	687,778
- % of Income confirmed as at 23/10/2018	n/a	n/a	31%
Expenditure	(447,128)	(585,722)	(767,778)
Total surplus/(deficit)	266,621	(73,812)	(80,000)
Split between:			
- Restricted surplus/(deficit)	139,321	(76,000)	(80,000)
- Unrestricted surplus/(deficit)	127,300	2,188	0
	266,621	(73,812)	(80,000)
Cost of Raising Funds	7,851	8,525	83,123
- % of income	1.1%	1.7%	12.1%
Operating expenditure (unrestricted funds)	200,324	332,906	544,960
Free unrestricted reserves:			
Free unrestricted reserves held at year end	272,042	274,230	274,230
No of months of operating expenditure	16.3	9.9	6.0
Reserves policy target	50,081	83,227	136,240
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	221,961	191,003	137,990

Recommendation

£150,000 over 12 months towards a Triage and Connect programme to support the delivery of Phase One of City Bridge Trust's Funder Plus offer, on condition that Cranfield Trust works with City Bridge Trust and the other connectors to ensure that the costings and beneficiary numbers of each other's programmes are appropriately aligned.

Appendix B

Locality (Reference 15035)

Background

Although a national organisation, Locality has a thorough knowledge of London's voluntary sector through participation in networks and work with organisations such as London Funders, London Plus, local councils for voluntary service and City Hall (most recently by providing the verification function for the Mayor's Crowdfunding campaign). Its membership network provides it with a good understanding of issues affecting the sector – over 100 of its members are London-based.

It has led on several programmes which incorporate varying approaches to diagnostics and triage and connecting. Last year, it:

- Provided 978 local groups with grants² worth £4.4 million to create a neighbourhood plan.
- Enabled 72 local groups to access £1.1 million in grant funding to develop their community buildings and community projects.
- Enabled 89 organisations to access funding and support through Power to Change Bright Ideas Fund, for business ideas including cafes, financial inclusion, transport, tourism, housing, conservation and energy.
- Supported 20 areas to create plans to address local priorities through social action, as part of the £4.5 million Place Based Social Action programme.

Its specialist team also provides tailored support across the full spectrum of organisational life and:

- Supported 114 community organisations with advice and support.
- Provided 26 local authorities and other organisations with advice and support.
- Provided 81 members at crisis point with support to stay afloat through its Lifeboat turnaround programme.

Its online access platform, *My Community.com* is a gateway for advice and support for the community sector and a place where the community movement can connect virtually.

The Proposal

Locality foresees nine key stages in terms of the delivery of the programme:

- Defining the cohort and its eligibility
- Creation of an entry-point access platform. It is envisaged that Locality would work with the other two Connectors, the Managing and Learning Partner and CBT to develop a single platform across the three cohorts.

² On behalf of the Ministry of Housing, Communities and Local Government

- Promotion and recruitment of CBT grantees within the cohort.
- On-boarding, that is making initial telephone contact with the organisations to get them on board.
- Diagnostic. Locality already has a diagnostic tool called Lighthouse which it would adapt for City Bridge Trust grantees to use as an online self-assessment tool and as a precursor to a more in-depth discussion. Locality are confident of being able to deploy this tool with immediate effect.
- Extended triage to draw up a support action plan.
- Connecting via the entry-point platform to a pool of 'approved provider', with advice and guidance.
- Delivery of capacity building support by the provider and oversight by Locality that the relationship is working. It is envisaged that the average length of each support package will be 2.5 days.
- Review and feedback. Supported organisations will be asked the extent to which the support met the outcomes of their support plan.

Financial Information

As at 31st March 2017, Locality's financial year had a 31st March end. In 2017/18, it extended its year end to 30th June and so its 2017/18 audited accounts cover a 15 month period, which in part explains the increase in income and expenditure compared with the previous year. The deficit in 2016/17 was planned in order to allow flexibility to undertake key policy work, provide scope for internal development capacity and to fund improvements to internal systems. The budget for 2018/19 projects a deficit at a time when its free reserves are under target. The organisation is of the view that its reserves target is quite generous (and this will be reviewed during the year). The organisation says that the amount of income confirmed at this point in the year is higher than it was at the same time last year.

It does not currently show the Cost of Fundraising in its accounts. This has been brought to Locality's attention and it will be shown in future audited accounts.

Year end as at 30 June			
	2017 Audited Accounts	2018 Audited Accounts	2019 Budget
	£	£	£
Income & expenditure:			
Income	4,561,000	6,424,000	6,247,459
- % of Income confirmed as at 18/10/2018	n/a	n/a	16%
Expenditure	(4,808,000)	(6,166,000)	(6,379,725)
Total surplus/(deficit)	(247,000)	258,000	(132,266)
Split between:			
- Restricted surplus/(deficit)	102,000	57,000	0
- Unrestricted surplus/(deficit)	(349,000)	201,000	(132,265)
	(247,000)	258,000	(132,265)
Cost of Raising Funds			
- % of income	0.0%	0.0%	0.0%
Operating expenditure (unrestricted funds)	3,536,000	5,176,000	5,359,938
Free unrestricted reserves:			
Free unrestricted reserves held at year end	1,234,000	961,000	828,735
No of months of operating expenditure	4.2	2.2	1.9
Reserves policy target	1,068,000	1,030,000	1,030,000
No of months of operating expenditure	3.6	2.4	2.3
Free reserves over/(under) target	166,000	(69,000)	(201,265)

Recommendation

£150,000 over 12 months towards a Triage and Connect programme to support the delivery of Phase One of City Bridge Trust's Funder Plus offer, on condition that Locality works with City Bridge Trust and the other connectors to ensure the costings and beneficiary numbers of each other's programmes are appropriately aligned.

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

Summary

This report and the accompanying schedule outlines a total of 16 grant applications that, for the reasons identified, are recommended for rejection. Of these 6 applications were under Investing in Londoners criteria and 10 under Bridging Divides.

Recommendation

Members are asked to:

- Reject the grant applications detailed in the accompanying schedule

Main Report

1. There are 16 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 electronically. 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
Funding Director
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CBT Recommended for Rejection

The City Bridge Trust Committee – 14th November 2018

Summary of Recommendations for Rejection – Investing in Londoners and Bridging Divides

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>					
May 2018	14705 Action For Refugees in Lewisham (AFRIL)	We are looking for support for our English as Second language (ESOL) programme that we currently run partnership with St Margaret Church in Lee.	Application lacks detail in a number of areas, including about the posts for which funding is requested and in particular the intern role. The proposal includes salary costs of a worker employed by another Organisation, which you are unable to Support.	£63,930	GP Lewisham
<i>Total English for Speakers of Other Languages (1 item)</i>				£63,930	
<u>Improving Londoners' Mental Health</u>					
May 2018	14683 Lifelong Family Links	To deliver specialist support services for disabled BME children and young people with mental health issues to develop life skills and achieve their full potential.	A large request to deliver transitions support for Children and Young People with mental health needs in the transition to adulthood. Several therapeutic elements are identified. But no postholders are required to have appropriate qualifications and so do not meet your funding requirements.	£224,854	JGC Lambeth
<i>Total Improving Londoners' Mental Health (1 item)</i>				£224,854	

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested	Officer & Area
<u>Older Londoners</u>					
May 2018	14711 Elays Network	To support the senior members of our community to live healthier and active lives, fighting isolation and seclusion.	This organisation has a history of late returns to the Charity Commission. An ambitious proposal with plans to develop work with older people, with no history of working in this area. The grant request appears on the high side given the number of beneficiaries.	£89,646	SD Wandsworth
<i>Total Older Londoners (1 item)</i>				£89,646	
<u>Reducing Poverty</u>					
May 2018	14707 Barking Churches Unite	To fund the development of our drop in centre by provision of adequate staffing levels including a key worker post .	The organisation has not provided independently examined accounts. A grant as requested is likely to be more than 50% of income, given the information provided. Wages are below London Living Wage level, while they require the postholder to be self-employed.	£27,000	CR Barking & Dagenham
May 2018	14696 Emmaus South Lambeth	Salary costs for a move-on support worker here at at Emmaus Lambeth	As with their previous application, this is a request for a move-on support worker to work with formerly homeless vulnerable adults. As this role does not provide specialist mental health support it does not deliver any of your liL funding priorities.	£50,144	JGC Lambeth
<i>Total Reducing Poverty (2 items)</i>				£77,144	

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested	Officer & Area
<u>Strengthening London's Voluntary Sector</u>					
May 2018	14703 RightsInfo	Supporting equalities organisations in London by enhancing their communications capabilities and amplifying their work, whilst also growing RightsInfo's content and reach.	The applicant has provided insufficient information on project costings, how they will recruit the organisations they propose to support and how they will support them to good effect. Comparison with other media organisations shows that this proposal does not offer good value for money.	£149,628	SFJ Westminster
<i>Total Strengthening London's Voluntary Sector (1 item)</i>				£149,628	
<i>Total Investing in Londoners</i>				£605,202	

Bridging Divides

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
<u>Connecting the Capital</u>					
July 2018	14928 Diamond Centre for Disabled Riders	A contribution towards the salary for our full-time Centre Manager who has overall responsibility for the elements that ensure the highest possible standard of horseriding therapies for our disabled riders.	Organisation has in the region of two years' worth of income in free unrestricted reserves and therefore has scope to self-fund this request.	£150,000	CR Sutton
May 2018	14872 Garden Organic	Broadening our pioneering work supporting more people at risk of food insecurity, making them more resilient, improving their organic food growing knowledge and skills; giving access to healthy seasonal food	An insufficiently focused proposal with outcomes that do not clearly address your interest in tackling food poverty.	£221,860	JXM Outside London
July 2018	14917 St Vedast-alias-Foster	To render St Anne and St Agnes church fully accessible to all users, particularly community groups, through the provision of accessible entrances and toilets.	Despite being given focused feedback following two earlier unsuccessful bids, the applicant has submitted another similar bid. As such the application does not meet your requirements for a capital grant.	£40,000	JXM City
<i>Total Connecting the Capital (3 items)</i>				£411,860	
<u>Positive Transitions</u>					
June 2018	14888 African Cultural Association - Barnet	We request funding towards the salary and costs to develop and maintain healthy lifestyle programmes for Older African/Carribeans aged 65+ in Barnet and surrounding areas.	An application that lacks detail and does not provide assurance that good practice governance and financial requirements would be met.	£50,000	JGC Barnet
July 2018	14915 Canine Partners For Independence	To provide specially trained assistance dogs to give the five individuals on the waiting list in Greater London greater independence and better quality of life.	Application is for the purchase and training of five support dogs for five individuals and, as such, falls outside your priorities.	£10,000	CR Outside London

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
June 2018	14909 Community Sports Coaching Foundation	Over 3-years our Bellingham Project will support 150-families to become empowered and make positive health and wellbeing choices including i.e. relating to poor physical/mental health, poor diet/obesity issues.	The application is for a very general programme of activities and is not targeted at any of your priority groups. As such it fails to meet your criteria for funding.	£87,801	CR Lambeth
June 2018	14912 Fashion Awareness Direct	To develop an innovative programme to support and empower creative young people suffering of mental health conditions through peer groups, therapeutic activities and a community of printed and online resources	From the information provided the applicant has not demonstrated the necessary mental health expertise you would expect, nor does the proposed model of delivery provide sufficient reassurance.	£96,000	JNM Hackney
July 2018	14930 Football Beyond Borders	To employ an 'Empowering case worker' to deliver specialist SEL-based, football-focused therapy sessions to 90 young people with a range of mental-health problems, over a period of 3 years.	An educational charity whose principal outcomes focus on educational achievement, poor school attendance and challenging behaviour. This proposal is for therapeutic work with young people with mental health needs though the organisation does not have the level of expertise, or track record, in this that you would usually require.	£137,766	CR Lambeth
July 2018	14927 Real Action (Q.P.C.T.) Ltd.	Easily overcoming disadvantage - crossing the bridge - is the demonstrable outcome of our children's Butterfly classes and adults' English Express classes. This is the purpose of our funding request.	Application is from an educational charity for work to provide Saturday literacy schools and, as such, does not meet your priorities.	£300,000	CR Westminster

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested	Officer & Area
July 2018	14931 Reconnection	New communities (Migrants and refugees) who wish to access mainstream services and feel part of the community in which they live	Proposal is for a general conversation and advice project from an organisation with no free reserves and, from the documents presented, limited financial management skills.	£136,789	CR Greenwich
<i>Total Positive Transitions (7 items)</i>				£818,356	
<i>Total Bridging Divides</i>				£1,230,216	
Grand Totals (16 items)				£1,835,418	

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Committee	Dated:
City Bridge Trust	14 th November 2018
Subject: Funds approved or declined under delegated authority	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Information
Report author: Ciaran Rafferty, Funding Director	

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 made 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 made 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.

Applications rejected by Delegated Authority since the last Committee are listed in Appendix 1 of this report.

Applications considered comprise Investing in Londoners, Bridging Divides, Small Grants and Stepping Stones programmes.

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Requests Approved ≤ £10K**Small Grants**

Joy of Sound (Approved 31/08/2018)	£6,662 to purchase new/up-cycled music instruments based on traditional folk Krar (lyre/harp), workshops and associated project costs
Friends of Abbey Gardens (Approved 31/08/2018)	Small Grants: £8,000 towards core costs to continue regular gardening sessions and to purchase planters to increase growing space
MindFood CIC (Approved 04/10/2018)	Small Grants: £9,775 towards the running costs of Plot to Plate, a free food growing course supporting people experiencing issues including depression and anxiety.
Cordwainers Grow CIC (Approved 27/09/2018)	Small Grants: £10,000 for the salary of a project worker 1dpw and associated project costs to strengthen and support community gardens by promoting the benefits of engaging with community spaces.
Loughborough Junction Action Group (Approved 27/09/2018)	£10,000 towards the farm project co-ordination, DIY tools and associated project costs to create a beautiful and transformed community growing space and continue growing sessions twice a week.

All other grants ≤ £10K

Free Representation Unit (Approved 12/10/2018)	£1,000 (2.5days x £400) to provide an eco-audit.
Best Beginnings (Approved 30/10/2018)	£2,600 (6.5 days) to undertake an eco-audit.
Peter Bedford Housing Association (Approved 22/10/2018)	£3,500 to meet the cost of an Access Audit.
Rich Mix Cultural Foundation (Approved 27/09/2018)	£4,000 to provide an eco-audit.
Institute for Voluntary Action Research (Approved 10/10/2018)	£5,000 towards the costs of IVAR's 2019 Evaluation Roundtable

Redbridge Theatre Company Limited (Approved 07/09/2018)	£5,000 for the costs of an independent access audit.
Baytree Centre (Approved 13/09/2018)	£8,000 over 12 months for the support of Sporting Assets to scope social investment opportunities utilising its building for the purpose of raising social finance, and frame Baytree Centre's impact in order to better attract social investment, conditional on receiving additional financial information to clarify reserves' position
Roj Women Association (Approved 13/09/2018) <u>Stepping Stones</u>	£10,000 over 12 months for working capital to develop Roj Women's Kurds & Whey trading subsidiary, with the release of funds conditional on submission of satisfactory examined accounts for 2017-18
Selby Trust (Approved 13/09/2018) <u>Stepping Stones</u>	£10,000 towards research into community finance mechanisms to increase community ownership and raise funds towards the Selby Centre redevelopment

Requests Approved £25K - £50K

Toynbee Hall (Approved 13/09/2018) <u>Stepping Stones</u>	£30,040 to contribute towards the costs of a pilot year to develop an Innovation Hub, and specifically to meet the costs of project oversight (£12,100), development of the expert offer (£8,316), research into social investment (£2,610), co-design of a charter with service users (£1,164) and trialling of a month long residential period to benefit up to 3 social enterprises (£5,850). Grant conditional on submission of satisfactory audited accounts for the year ending March 31st 2018.
London Irish Centre Charity - Community Services (Approved 13/09/2018) <u>Stepping Stones</u>	£40,000 over 12 months to determine a suitable operational model for the London Irish Centre. The grant comprises £10,000 towards the salary of a Chief Operating Officer; and £30,000 for 42 days' worth of consultancy by Aleron at the general rate of £596 per day (VAT exclusive).
Strengths in Communities CIC (Approved 13/09/2018) <u>Stepping Stones</u>	£41,200 over 12 months to build Strength in Communities CIC (trading as Parents1st) capacity to explore the feasibility of new commissioning models and further develop income generating strategies with a view to taking on social investment

Bonny Downs Community
Association
(Approved 13/09/2018)
Stepping Stones

£44,400 (over 18 months) towards research on new income generation options, and to develop capacity and knowledge within the organisation. Where grant spend is related to developing Flanders Playing Field, payment is conditional on successful resolution of discussions to secure a long-term lease.

Yes Futures
(Approved 13/09/2018)
Stepping Stones

£46,500 over 12 months to implement a CRM system, recruit a full-time Programme Assistant, increase the hours of the Senior Programme Lead and develop plans to raise social investment

Speakers Trust Limited
(Approved 13/09/2018)
Stepping Stones

£49,100 to research, develop and implement the products, systems and processes needed to scale the income-generating trading-for-purpose arm of Speakers' Trust, enhancing long-term financial sustainability and enable social investment

Media Trust
(Approved 10/10/2018)
Strategic Initiatives

£49,995 over six months for the delivery costs of the "Telling Your Stories" project.

Action West London
(Approved 13/09/2018)
Stepping Stones

£50,000 over 12 months for the full-time recruiter and associated project costs to pilot better outcomes in recruitment, with a view to securing social investment

Hatch Enterprise (was One
Planet Ventures)
(Approved 13/09/2018)
Stepping Stones

£50,000 to deliver a 12-month pilot of the Social Enterprise Peer Accelerator

Talawa Theatre Company
(Approved 13/09/2018)
Stepping Stones

£50,000 to allow Talawa to undertake a comprehensive feasibility study and organisational development plan with a view to acquiring its own building in London

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
September 2018	2,800	1	20,000	1	48,800	1
November 2018	93,037	14	0	0	451,235	10
Total for year to date	116,323	24	20,000	1	529,755	12

Appendix 1

Applications rejected under delegated authority since the last Committee

Friends of Sydenham Community Library (Declined 31/10/2018) <u>Eco-audits</u>	The applicant is not an eligible organisation and the managing leaseholder does not meet your due diligence requirements. An Eco-audit cannot be recommended.
UK DRC BRIDGE (Declined 03/10/2018) <u>Small Grants</u>	This grant request does not meet the priorities of your Small Grants programme.
UK-IODDA (Declined 03/10/2018) <u>Small Grants</u>	The financial information presented in this application is inconsistent. The organisation's website is not functional and your officer has concerns about the location and delivery of the proposed service.
Cream Stone Health Care CIC (Declined 03/10/2018) <u>Small Grants</u>	The organisation has been running for just one year. They have requested a grant of £10,000 while their annual income is £15,000. An unrealistic and over-ambitious proposal.
Clod Ensemble (Declined 17/09/2018) <u>Stepping Stones</u>	Clod Ensemble did not present a convincing case for funding through the Stepping Stones programme: the proposal conveyed a poor knowledge of the market and of the potential to expand delivery.
Friends of Tower Hamlets Cemetery Park (Declined 17/09/2018) <u>Stepping Stones</u>	The applicant wishes to develop its plans for income generation, with a particular focus on its consultancy services and the use of an on-site lodge. The charity does not currently have full access to the lodge, and the panel concluded that until this was confirmed it was premature to spend too much time planning for its use.
Holborn Community Association (Declined 17/09/2018) <u>Stepping Stones</u>	The application did not demonstrate how it met the outcomes of the Stepping Stones programme.
Kingston Carers Network (Declined 24/09/2018) <u>Stepping Stones</u>	The applicant did not demonstrate sufficient strong interest in any income generating streams following the delivery of the proposal.
Music House for Children (Declined 17/09/2018) <u>Stepping Stones</u>	The applicant failed to clearly demonstrate how this proposal could lead to Social Investment. The budget presented did not appear to be realistic, specifically with reference to IT requirements.
Paddington Arts (Declined 17/09/2018) <u>Stepping Stones</u>	An organisation looking to create a more sustainable future by redeveloping the building they own and increasing its revenue generation potential. Whilst a promising idea, the proposal was at a much earlier stage of development than comparable Stepping Stones applications.

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

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

CareNet

The funding will be used to contribute towards existing post in order to provide advice to many people especially vulnerable community member

- The applicant decided to withdraw this application.

The Carers Centre

Engage with 80 unpaid carers from all diverse communities in Tower Hamlets providing four programmes of 16 week sessions of ESOL each year.

- The applicant decided to withdraw, with a view to submitting a revised bid taking into account upcoming changes within the organisation.

Kingston Theatre Trust	<p>To request a grant of £5,000 to fund an access audit on the building, to further develop our work on making it fully inclusive.</p> <p><i>- The applicant decided to withdraw this application, with a view to re-applying at a later date.</i></p>
Off The Record Twickenham	<p>We make this application to support our essential core costs maintaining a high quality unique service improving the emotional health and well-being of young people (11-24) in Richmond and surrounding area.</p> <p><i>- The applicant opted to withdraw this request with a view to submitting a more focused application.</i></p>
Young Futures CIC	<p>Improving the mental health of young people leaving care, through an integrated therapeutic service providing an individualised programme of therapy in various modalities.</p> <p><i>- The organisation decided to withdraw so as to re-submit at a stage when they are able to demonstrate a profit.</i></p>
Metro Centre Limited	<p>To identify enterprise opportunities and form a strategy for pursuing social investment across METRO's five domains in accordance with our latest strategic plan.</p> <p><i>- The applicant decided to withdraw their application to the Stepping Stones programme due to a change in their plans.</i></p>

Lapsed Applications

Dalmar Heritage and Family Development	<p>To provide 3 years of ESOL classes at Beginners level for socially isolated people in North London.</p> <p><i>- The contact details are incorrect. Emails bounce back, there is no answer on the telephone and no opportunity to leave a message. Cannot provide sufficient information to progress this application.</i></p>
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JW3	<p>An enrichment programme for Holocaust survivors and refugees, dedicated brochure, streaming of events to care homes and social action for disadvantaged 75s+.</p> <p><i>- This application is lapsed as information being sent through is sporadic (taking 3-4 weeks to respond each time). As a result there is still not information available to be able to assess the relevance of different elements of the proposal.</i></p>
Queen Elizabeth's Foundation for Disabled People	<p>To refurbish our mobility centre which provides much-needed support for people with disabilities, ensuring it is a safe and accessible space.</p> <p><i>- The level of financial information provided is insufficient to meet the requirements of the Trust despite several requests for this information.</i></p>
CASPA	<p>Funding will enable 130 young people with ASDs in Bromley to develop the skills, knowledge and confidence to successfully transition into independent living</p> <p><i>- The applicant did not send the information requested, despite repeated requests.</i></p>
Withdrawn Applications:	6
Lapsed Applications:	4

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Committee	Dated:
City Bridge Trust	14 th November 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, Funding Director	

Summary

This report informs Members of one grant 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 grant outlined below has 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.

Project Oracle Evidence Hub

In September 2017 you agreed £90,000 over three years for work to improve the standards of evidence used by organisations working with children and young people. The first instalment was drawn down last November. In July of this year the organisation informed the Trust that it was looking at a variety of solutions as it was struggling to raise core funding. More recently it confirmed that it had decided to wind up and to transfer services and intellectual property to the Centre for Youth Impact. The first year's services supported by your grant have run as planned but the funding for years 2 and 3 (£60,000 in total) has been revoked. Whether or not similar work can be delivered by the Centre for Youth Impact will be considered separately.

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Committee	Dated:
City Bridge Trust	14 th November 2018
Subject: Strategic Initiatives – monitoring reports	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Information
Report author: Ciaran Rafferty, Principal Grants Officer	

Summary

This report provides a monitoring report for a current Strategic Initiative. It is intended to provide two such reports to your Committee whenever possible. This written report on the LGBT Consortium is provided alongside an update on the Participatory City Foundation strategic initiative, which is being presented verbally at this meeting by your guest speaker.

Recommendation

Members are asked to receive this report and note its contents

Main Report

1. You have asked to receive reports on the various Strategic Initiatives currently operational. These are in addition to the reports you receive from learning visits to organisations funded through your standard programmes – which are elsewhere in your papers.
2. A report on the Participatory City Foundation's work in Barking & Dagenham will be presented verbally by the organisation itself at the beginning of your meeting. The written report here is an update on the LGBT Consortium initiative – which was one of three agreed by your Committee following the LGBT network event held at the Guildhall in August 2016.

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CITY BRIDGE TRUST – Strategic Initiative progress report

LGBT Consortium

Ref: 13987

Grant Amount:

£217,000 over three years (£80,000; £69,000; £68,000)

Purpose of grant:

To create and manage an online directory/mapping tool of services in London and to provide capacity-building and general support to the LGBT third sector.

Project Start Date:

September 2017

Projected End Date:

August 2020

Summary of progress to date:

Mapping & website

To date, 500 groups and services have been mapped across the capital. The response by the sector to requests for information has been very positive and supportive. The organisation, *Outlife*, has been commissioned to host the mapping tool and they are currently designing and developing the interactive website. (*Your officer has had a n early-stage demonstration of the website and it is impressive, very user-friendly and with a good range of information.*) It is envisaged that the website will be finalised and ready for a public launch in July/early summer 2019.

Training & networking

In the past year 6 events were held, attended by 78 organisations, with events covering a range of topics from fundraising to signposting and campaigning.

Engagement work & capacity building

This is an area that has flourished, to the point that the capacity of the Engagement Officers is now quite limited and struggles to meet demand from groups. Those officers supported by the Trust have sometimes been augmented by the national team (the LGBT Consortium is a national organisation). 1:1 support has been delivered on subjects such as: start-ups; creating physical LGBT spaces; partnership building; capacity building; improving governance; funding; media and campaigning; volunteers; etc.

Hosted visits

There have been three hosted visits, involving seven groups. LGBT groups have been slow to take up these hosted visits but the three that have happened in the first year have had sustainable outcomes (eg Stonewall Housing and the Outside project who participated have now set up a formal partnership agreement for a project and have entered into a joint contract delivering support). We will be using these to encourage more uptake. Four more hosted visits are currently in progress.

Key outcomes

- There is improved knowledge of the range, scope and limitations of services for LGBT people across London

- Gaps in services have been identified which will make it easier to target areas in need of greater support
- More groups are better connected – both geographically and thematically.
- More groups are collaborating
- Groups have increased their understanding of a range of issues and have gained new skills and access to knowledge
- The mapping exercise has identified gaps in services and/or support.

Key plans for year 2:

The mapping exercise/interactive website has taken longer than expected as the initial platform development has been more complex and time consuming than originally envisaged. However, what has been developed will be future-proofed and can easily be sustained/updated by volunteers in the long term if necessary. It is intended to have a soft/trial launch of the website in April 2019 with a full, public, launch in late June/July 2019. Initially it was thought that there would be in the region of 1,000 individual projects/organisations to map though latest analysis suggest this will probably be closer to 700. Gathering the necessary information and verifying it has taken longer than originally expected but is worth doing well. Gaps in services identified by the mapping exercise will start to be made known to providers, funders and commissioners.

The key areas of work in year 1 will continue in year 2. More of the round-table/networking sessions will be organised on a borough basis so that people can share information and develop clearer understanding of local needs. There will still be pan-London events to increase engagement across all boroughs. The Consortium will also engage with The Way Ahead programme. There will be Thematic Taskforces created to lead on key strategic pieces of work. There will be targeted work with the Trans community in response to their needs.

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Committee	Dated:
City Bridge Trust	14 th November 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, Head of Impact and Learning	

Summary

This report introduces learning visit reports for Shpresa Programme and Highgate Newtown Community Centre.

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. The reports to this Committee are from visits to:
 - a. Shpresa Programme supported under your Investing in Londoner's "English for Speakers of Other Languages" programme to run ESOL classes for isolated and vulnerable Albanian-speaking women.
 - b. Highgate Newtown Community Centre under your Investing in Londoner's programme "Older Londoners" to deliver a programme of activities for Londoners in Camden and Islington aged 75+.

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Learning visit report
Shpresa Programme 12834

1.1 Date of visit: 18/10/2018	1.2 Name of visiting Funding Manager: Joan Millbank	1.3 People met with: LN, Manager AA Adult learner
1.4 Programme Area & Outcomes: English for Speakers of Other Languages (ESOL) - More people accessing mainstream services and more people participating in the wider community		
1.5 Purpose of the award: £71,200 towards a Development Worker plus project running costs to provide ESOL classes for isolated and vulnerable Albanian-speaking women, many of whom are victims of domestic abuse.		
Grant start date: 01/04/2016		Grant end date: 01/04/2019
Project progress and difference made		
<p>2.1 Project Outcome 1: 120 women from Albanian refugee/migrant communities will have improved levels of English speaking, listening, reading, writing and comprehension</p> <p>2.2 Project Outcome 2: 120 women from Albanian refugee/migrant communities will have increased confidence and self-esteem.</p> <p>2.3 Project Outcome 4: Women from Albanian refugee/migrant communities will access mainstream services and become more integrated in the local community.</p> <p>2.4 Project Outcome 3: The local community will be enriched by the contribution that these women are able to make.</p> <p>Progress made: In the last year the borough spread, range of learning venues and number of ESOL classes has increased while the length of the learning year has been reduced to provide the flexibility for change. Shpresa currently provides 6 two-hour ESOL classes per week over 36 weeks per annum. Classes accommodate learners' needs from pre-entry level to Level 2. Learning achievements are certificated. As most learners are aged 22 to 35 years, peer-run creches have been put in place to support their access. Classes have a 99% retention rate and many learners go on to volunteer within the charity, classes or venues where the classes are located. Some have secured employment in partner organisations including Solace and Newham Adult Learning Centre. Learning is enhanced through organised visits to public institutions (e.g. schools, town halls, health centres), which incorporates travel on public transport, and which builds the women's knowledge and confidence.</p> <p>Learners complete user questionnaires at the start, mid-point and end of each course and an external evaluator helps Shpresa analyse the monitoring returns. The charity has prioritised collation and analysis of user information (including compliance with GDPR) to comprehensively track each learner's progress and involvement. A theory of change is being developed.</p>		

Some learners are recent arrivals on migrant visas; other have refugee status. An estimated 30% have been victims of trafficking and a further 20% are known to have experienced domestic abuse (through referral from Solace Women's Aid).

Impact and learning: Funding Manager comments

Your officer met with the manager of the organisation and a learner who now volunteers within the charity.

- 1. Impact:** The grant is helping Shpresa to deliver important ESOL support to women who benefit greatly from learning English. It is also providing a means for the charity to access vulnerable women who the charity has found might not otherwise be allowed (by husbands/family) or feel able to connect with the organisation, and benefit from its range of support. It has helped Shpresa to be recognised as a trusted organisation within the Albanian-speaking community which, the organisation highlighted, does not have a tradition of community involvement nor community volunteering.
- 2. Learning:** The predominant age profile of the learners has meant that Shpresa has had to provide creches to support participation. It has been achieved to date in a creative low-cost way by setting up reciprocal peer support i.e. one class of learners provides informal childcare to another class of learners. The women are supported to meet creche requirements and receive a certificate of competence. The experience has helped the women recognise that they have core skills which are useful to others and which has – for some – led onto employment opportunities.

The funding has helped Shpresa to learn a lot about the needs of trafficked and abused women within their community and in general; they have shared their learning with other organisations through briefings and training, and to build collaboration e.g. Home Office, local GPs, social workers.

Shpresa has learned that whilst monitoring and measuring requires time away from direct delivery, it is essential to do to understand and evidence their work.

- 3. Knowledge:** While it is accepted best practice that ESOL should be delivered in classes made up of people with different mother tongues, Shpresa's experience demonstrates the importance of being more flexible perhaps at the start of the learning process in order to get engagement and to give added value.
- 4. Total assets:** The organisation would welcome information on other possible funders and advice on fundraising. It would also welcome networking with groups doing similar work. It would appreciate access to creche funding.

LEARNING VISIT REPORT
Highgate Newtown Community Centre 13840

1.1 Date of visit: 18/7/18	1.2 Name of visiting Funding Manager: Kate Moralee	1.3 People met with: CEO; 75+ Coordinator
1.4 Programme Area & Outcomes: Older Londoners aged 75 years and over living more active and healthier lives and reporting improved well-being.		
1.5 Purpose of the award: £68,400 over 3 years for 75+ Coordinator (30 hours per week), activity tutors and associated costs of the 75+ programme.		
MONITORING INFORMATION		
2.1 Project Outcome 1: Local older people are less isolated, and report improved well-being as a result of accessing a range of activities		
Progress made: Highgate Newtown Community Centre (HNNC) is delivering circle dancing, tai-chi, pilates, circuit training, chair-based exercise, yoga and walking outdoors. It is about to start a walking football session to attract more older men. Other activities include sewing class and an art group with a focus on remembering. Activities take place at the centre but also at two other new locations in the community.		
2.2 Project Outcome 2: Local older people are less isolated, with improved health and well-being from accessing the daily affordable community café.		
Progress made: A healthy, affordable lunch is provided every day in the community café with 30 people per day accessing the café in the centre and 35 per day in a community venue. The café is expanding to three new venues in September. A "Birthday Tea" every Sunday has not been successful and this has now changed to a "drop-in" tea afternoon with Gail's Bakery donating bread and cakes.		
2.3 Project Outcome 3: Increased well-being and reduced isolation in people over the age of 75 as a result of volunteering opportunities at Highgate Newtown Community Centre.		
Progress made: Your officer did not discuss this at the visit. A monitoring report is due in September which will report in progress.		
FUNDING MANAGER COMMENTS		
Your officer met with the postholder funded by the grant and the CEO at the Community Centre. Your officer observed two of the activity sessions and talked to people taking part.		
<ol style="list-style-type: none"> Impact: The activities have attracted high numbers of older local people with demand much greater than envisaged, due in part to the closure of other services in the borough. Your officer spoke to people taking part in activities who all had good things to say. One individual reflected on how 		

wonderful it was to go out on a trip and to be with people laughing and smiling. Another person reported that the activities at HNCC had helped with their levels of physical activity and mental wellbeing.

HNCC have identified that the potential is huge and plan to increase the number of outreach activities in the different areas of the borough.

2. **Learning:** The organisation has recognised that food is critical for older people to prevent rapid mental and physical deterioration. In response to this HNCC provides affordable meals in its community cafes; is expanding the number of café venues in the borough; and is planning to grow its meal delivery and befriending service for those older people who cannot get out of their homes. HNCC lunch provision has now become a flagship offer across the borough.

HNCC has recognised that more women than men access the activities for older people. To address this HNCC has planned and advertised “Walking Football” to meet the different needs and interests of men.

HNCC has also recognised the need to build relationships across generations and cultures, responding to this by working with local community cultural specific organisations delivering intergenerational and cultural programmes eg, Brazilian Festival, project with Save our Boys and Girls and Hopscotch (local Asian organisation).

3. **Challenges:** The organisation has had planning approval for a complete new build on the current site. However, changing timescales for the start of the work has created difficulty in planning and scheduling activities, both in the centre and in the community. The postholder has now decided to plan, schedule and deliver activities in the community no matter the timescale of the relocation during the build of the new community centre.
4. **Knowledge:** The postholder has networked and developed excellent relationships across the borough, securing referrals for the activities from Borough leads in Health and Social Care, from GPs and from local community organisations.
5. **Total Assets:** Your officer referred HNCC to the STRIVE programme at Cranfield Trust at assessment stage, however this relationship has not yet developed. Your officer will reignite this referral as HNCC requested support with the growth and change related to building and opening a new community centre, alongside the requirement for it to be self-sustaining. HNCC expressed an interest in sharing experiences and learning from other organisations delivering similar services.

Committee	Dated:
City Bridge Trust Committee	14 November 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 23/08/18 and 31/10/18 against each of the four key audiences identified in your Communications Strategy. This shows continued good levels of engagement against all four audiences.
2. With regards to the Regulators & Politicians audience, David Farnsworth attended at three major party conferences, attending the City of London Corporation Dinner at these events. Other events included a London Councils Grants Committee, a meeting with the Chief Executive of the Association of Police & Crime Commissioners and a meeting with the Labour Party to discuss funding of youth services.

Media Activity

3. Appendix 2 provides a detailed breakdown of the media activity supporting delivery of your Communications Strategy during this period, led by Kristina Drake, City of London Media Officer.
4. A number of recent grants awarded by the Trust were the subject of media coverage. Metro Charity, which supports the LGBT+ community, was the

subject of a London Live interview featuring Chairman Alison Gowman. City Harvest which is working to tackling food poverty was the subject of a BBC London radio interview with David Farnsworth, along with a London Live piece. Finally, BEAT which is supporting Londoners with eating disorders featured in the Evening Standard.

5. In addition, the Trust was the subject of a piece in the Charity Times following the receipt of a Charity Times Award for the Stepping Stones Fund, delivered in partnership with UBS. The award event was attended by your Deputy Chairman, David Farnsworth and Tim Wilson, along with representatives from The Bike Project and Yes Futures, two of the organisations funded under this scheme.

External Events Register

6. Officers and Members attended a range of events and meetings on behalf of the Trust during this period, involving fellow funders, civil society organisations and government. These included the reopening of the Kiln Theatre, following a major refurbishment attended by Chairman Alison Gowman & Ciaran Rafferty. In recognition of your support of £100,000 towards making the theatre fully accessible, one of the lobbies as been renamed the 'City Bridge Lobby'.
7. A full list of external events attended by officers and Members on behalf of the Trust can be found at Appendix 3.

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Appendix 1: Key Audience Groups

Audience	Face to face	Online and Printed Media channels	Online content
Londoners	All recent events were attended by Londoners. A full list can be found in the External Events table report (Appendix 3).	<ul style="list-style-type: none"> • Attitude • Barking and Dagenham Post • BBC Radio London • Brixton Bugle • Charity Times • City AM • City Matters • Evening Standard • London Bulletin • London Live • London Post • Pioneers Post • The London Post 	<p>CBT Twitter:</p> <ul style="list-style-type: none"> • 6,292 followers (up by 238 since last meeting) • 99.3K impressions* between 23/08/18 & 31/10/18 <p>CBT Website:</p> <ul style="list-style-type: none"> • 7,276 users • 11,032 sessions
Regulators & politicians	<ul style="list-style-type: none"> • Anti-Modern Slavery Foundation Awards Ceremony • Association of Police & Crime Commissioners Meeting • Centre for London Launch • Charterhouse Drinks reception • Conservative party Conference Dinner • GLA Grants panel • Labour Party Conference Dinner • Labour Party Consultation event • Lib Dem Party Conference Dinner • London Councils Grants committee 	<ul style="list-style-type: none"> • City AM • City Matters • Civil Society • Third Sector 	n/a

Audience	Face to face	Online and Printed Media channels	Online content
Immediate stakeholders**	<ul style="list-style-type: none"> • Anna Freud Centre Breakfast Briefing • Centre for London Launch • Charity Times Award ceremony & Dinner • Charterhouse Drinks reception • City Bridge Trust Members' Strategic away half-day • CoL Members Briefing Lunch • City of London Senior Leaders Forum • CoLC Corporate Strategy Internal meeting • Corporate Citizenship Breakfast • Dragon Awards Award Ceremony & Dinner • Gendered Intelligence Trustee visit • Haberdashers & Clinks Reception, networking and displays • Haberdashers Livery Dinner • Hubbub Volunteering Day • Irish in Britain/Metro Bank Celebration event • Kensington & Chelsea Foundation Anniversary event • Kiln Theatre Opening • Kingston Voluntary Action Funding presentation • LGBT Consortium Network • London Youth Awards presentation & Launch event • NEX Lunch • Prince's Trust Meeting • Rethink Mental Illness Breakfast briefing • St Mungo's Reception & Dinner • UBS Seminar 	<ul style="list-style-type: none"> • Charity Digital News • Charity Times • Charity Today • City AM • City Matters • Civil Society • Fundraising UK • Third Sector 	<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"> • Anti-Modern Slavery Foundation Awards Ceremony • Association of Charitable Foundations Seminar • Barrow Cadbury Funders for Race Equality • Big Lottery Fund Breakfast • Centre for London Launch • Charity Times Award ceremony & Dinner • Children in Need (CiN) Committee Meeting • Civil Society Media Annual Conference • Esmée Fairbairn Foundation Funders Network • GLA Grants panel • Global Donors Forum Awards & Conference • Islington Giving Grants Panel Meeting • Lankelly Chase event • LBG Network Conference • London Community Foundation Living Wage Friendly Funder Steering Committee • London Funders meetings • London Youth Launch event • NCVO Board meeting • New Philanthropy Capital Conference • Paul Hamlyn Foundation Impact Incubator • Trust for London Dinner 	<ul style="list-style-type: none"> • Business News Wales • Charity Times • Civil Society • FE News • Fundraising UK • IHBC online • Marine Industry News • Pioneers Post • Resource.co • Third Sector • Warehouse News • WiredGov 	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

23rd August – 31st October 2018

Organisation / Topic	Publication & Weblink	Readership / Audience	Detail	Coverage	Date
Inspiring Impact	Third Sector	6,200	A report on a recent Big Lottery Fund grant to this organisation references a previous grant from the Trust.	Trade	23/08
Inspiring Impact	WiredGov	-	As above.	Trade	23/08
Community Wealth Fund	Third Sector	6,200	The Trust is mentioned in a story about the community wealth fund to support left-behind communities.	Trade	26/08
Community Wealth Fund	Civil Society	12,000	As above.	Trade	27/08
Community Wealth Fund	UK Fundraising	33,000	As above.	Trade	28/08
Metro Charity	London Post	-	The Trust is referenced in an article about a grant the funder has recently given for additional support services for the LGBT+ community.	London regional	30/08
Metro Charity	Attitude	60,000	As above.	Trade	30/08
Hubbub Foundation	Marine Industry News	41,000	Chairman Alison Gowman is quoted in an article about the world's first plastic fishing boat taking children out on educational trips in the Thames.	Trade	30/08
Metro Charity	London Live	250,000	Chairman Alison Gowman is interviewed about a grant towards additional support services for the LGBT+ community.	London	31/08
Hubbub Foundation	Resource.co	10,399	As above.	Trade	04/09
Grenfell grants	Charity Digital News	11,053	City Bridge Trust is referenced in an article about fundraising efforts for the victims of Grenfell.	Trade	04/09
Metro Charity	City Matters (viewable internally only)	20,000	As above.	London	06/09

Organisation / Topic	Publication & Weblink	Readership / Audience	Detail	Coverage	Date
Central Grants programme	FE News.	28,000	An article reporting that the Corporation's Central Grants Programme's communities funding stream, administered by City Bridge Trust, is now open for applications.	Trade	10/09
Central Grants Programme	Fundraising UK	33,000	As above.	Trade	11/09
Inspiring impact programme	IHBC online	-	Trust funding of £15k is referenced in relation to news that this project has now secured funding of £600k from the Big Lottery Fund.	Trade	14/09
Kiln Theatre	The London Post	-	A report on the refurbishment of this venue and the renaming of a lobby after the Trust in recognition of your support. Chairman Alison Gowman is quoted and pictured.	London	18/09
Central grants programme	City Matters	20,000	As above.	London	19/09
Every One Every Day	Barking and Dagenham Post	5,157	A story on this innovative community partnership which is part-funded by the Trust.	Local	19/09
Stepping Stones Fund	FE News	28,000	A report on the award of almost £500,000 to support charitable organisations looking to get their foot on the ladder of the social investment market. These funds are awarded in partnership with UBS.	Trade	20/09
Lord Mayor's Dragon Awards	FE News	28,000	A report on the Dragon Awards celebrating responsible business. The Lord Mayor, Charles Bowman is quoted and City Bridge Trust is referenced.	Trade	26/09
Cranfield Trust	Business News Wales	5,000	The City Bridge Trust is referenced in <i>Business News Wales</i> in relation to a recent grant.	Regional trade	28/09
Stepping Stones Fund	Pioneers Post	35,000	As above.	Trade	28/09
Stepping Stones Fund	City AM	513,861	As above.	London	28/09
Stepping Stones Fund Charity Times Award	Charity Times	30,000	A piece announcing that the Trust in partnership with UBS received a Charity Times Award for its Stepping Stones Fund, under the category 'Social Investment Initiative'.	Trade	02/10

Organisation / Topic	Publication & Weblink	Readership / Audience	Detail	Coverage	Date
DEC Appeal	City Matters	20,000	<i>City Matters</i> runs a story on the City of London Corporation's £40,000 donation to the DEC Indonesia appeal.	London	03/10
Stepping Stones Award	FE News	28,000	As above.	Trade	03/10
Brixton Advice Centre	Brixton Bugle (viewable internally only)	12,000	The Trust is referenced about a recent £150,000 grant to support food banks in Brixton.	Local	04/10
September Grants	FE News	28,000	As above	Trade	05/10
City Harvest	BBC Radio London (no longer available)	100,001 to 500,000	David Farnsworth, Director of City Bridge Trust, was interviewed about how its funding will help feed over 60,000 Londoners on low incomes after awarding £79,800 to this charity.	London	11/10
City Harvest	FE News	28,000	As above.	Trade	12/10
City Harvest	London Live	250,000	As above.	London	12/10
City Harvest	Charity Today	50,000	As above.	Trade	13/10
Stepping Stones Award	Charity Times	30,000	As above.	Trade	14/10
September Grants	Charity Times	30,000	A piece about the Trust awarding grants totalling over £2m to 19 charities tackling inequality and disadvantage across London.	Trade	14/10
City Harvest	Warehouse News	15,000	As above.	Trade	22/10
City Harvest	London Bulletin	30,000	As above.	London	23/10
City Harvest	City Matters	20,000	As above.	London	23/10
Beat	Evening Standard	858,504	Chairman Alison Gowman is quoted following the news that the Trust has donated £254,600 to eating disorder charity Beat.	London	25/10
Beat	Charity Today	50,000	As above.	Trade	26/10

**City Bridge Trust Events Attended
23rd August 2018 – 31st October 2018**

Date	Host Organisation	Type of Event	City of London's Representative	Location/Borough	Summary
31/08/18	CoLC Corporate Strategy	Internal meeting	Joan Millbank	Guildhall	To consider departments' response to climate change and impact on the CoLC and City's environmental sustainability and resilience.
03/09/18	LGBT Consortium	Network	Ciaran Rafferty	London Marathon Trust, Southwark	A networking event for LGBT organisations in Southwark/South London.
03/09/18	Centre for London	Launch	Chairman Alison Gowman, David Farnsworth, Fiona Rawes & Jenny Field	Guildhall	Giving in London report launch
04/09/18	GLA	Grants panel	Ciaran Rafferty	City Hall	A panel to consider applications to the Young Londoners Fund
04/09/18	Trust for London	Dinner	David Farnsworth	EC2Y	Dinner with Bharat Mehta, CEO of Trust for London
05/09/18	London Funders	Funders' meeting	Ciaran Rafferty	Victoria	A catch-up meeting of funders involved in supporting projects in the Grenfell area

Date	Host Organisation	Type of Event	City of London's Representative	Location/Borough	Summary
06/09/18	St Mungo's	Reception & Dinner	Shegufta Rahman	Old Bailey	A reception, tour of Old Bailey and dinner
06/09/18	Association of Police & Crime Commissioners	Meeting	Ciaran Rafferty	Westminster	A meeting with a small group of funders to hear from the (relatively) new Chief Executive of the APCC
10/09/18	Islington Giving	Grants Panel Meeting	Kate Moralee	Islington	Grant making decisions – new approach to raising funds and Young Grantmakers.
10/09/18	London Youth	Launch event	Ciaran Rafferty	Museum of London Docklands	Launch of the London Youth research report on Young People & Building Communities
10/09/18	City of London	Senior Leaders Forum	David Farnsworth, Fiona Rawes & Jenny Field	Livery Hall, Guildhall	A meeting to discuss the Corporate Plan.
10/09/18	Charterhouse	Drinks reception	David Farnsworth	EC2Y	An event attended by City of London Sheriffs and Judges from the Old Bailey
11/09/2018	Price Bailey LLP	Update seminar	Karen Atkinson	City of London - Broadgate	Charity Sector roundup of financial, taxation & governance matters
11/09/18	Global Donors Forum	Conference	David Farnsworth, Fiona Rawes & Tim Wilson	British Museum	A global conference for Muslim Philanthropists. Your officers were conference speakers

Date	Host Organisation	Type of Event	City of London's Representative	Location/Borough	Summary
11/09/18	Global Donors Forum and Cass Business School	Awards	Chairman Alison Gowman, David Farnsworth & Fiona Rawes	Mansion House	Muslim Philanthropists event
12/09/18	Kiln Theatre	Opening	Chairman Alison Gowman & Ciaran Rafferty	Kilburn	The re-opening of the theatre after a major refurbishment, to which the Trust contributed
12/09/18	Prince's Trust	Meeting	David Farnsworth	Guildhall	Strategic Advisory Group Committee
13/09/18	Kensington & Chelsea Foundation	Anniversary event	Ciaran Rafferty	Museum of Brands, Ladbroke Grove	An event to mark the 10 th anniversary of the Foundation
13/09/18	Action Learning Set	Roundtable	David Farnsworth	Bloomsbury	A meeting of Funder CEOs.
14/09/18	Gendered Intelligence	Trustee visit	Deputy Edward Lord & David Farnsworth	N1	A visit to a CBT grantee.
14/09/18	Children in Need (CiN)	Committee Meeting	Fiona Rawes	CiN Offices	A meeting of the CiN London & South East Grants Committee
14/09/18	NCVO	Board meeting	Jenny Field	NCVO Offices	Regular board meeting of this organisation (your officer is a Trustee).
17/09/18	The Prince's Trust	Breakfast	Shegufta Rahman	Marriot County Hall Hotel, Westminster Bridge Road	Breakfast and Q&A session with The Prince's Trust's CEO (Nick Stace)

Date	Host Organisation	Type of Event	City of London's Representative	Location/Borough	Summary
17/09/18	Haberdashers & Clinks	Reception, networking and displays	Chairman Alison Gowman, Shegufta Rahman & Kate Moralee	Haberdashers Hall	An insider's view of prisons and probation today
17/09/18	Lib Dem Party	Conference	David Farnsworth	Brighton	A Party Conference Dinner hosting by the City of London.
17/09/18	London Councils	Grants committee	Chairman Alison Gowman	Euston Road Hotel	An executive meeting of the Grants Committee
19/09/18	Big Lottery Fund	Breakfast	David Farnsworth	WC2	Meeting with Dawn Austwick CEO
24/09/18	Corporate Citizenship	Breakfast	David Farnsworth, Fiona Rawes & Jenny Field	Mansion House	City Giving Day event.
24/09/18	Labour Party	Conference	David Farnsworth	Liverpool	A Party Conference Dinner hosting by the City of London.
25/09/18	Esmée Fairbairn Foundation	Criminal Justice Funders Network	Kate Moralee	Camden	Focus on Female Offenders and associated issues.
25/09/18	UBS	Seminar	Chairman Alison Gowman & Tim Wilson	City of London	The launch of a new 'speed mentoring' scheme for Stepping Stones programme participants.
25/09/18	Dragon Awards	Award Ceremony & Dinner	Chairman Alison Gowman, David Farnsworth & Fiona Rawes	Mansion House	An event hosted by the Lord Mayor.

Date	Host Organisation	Type of Event	City of London's Representative	Location/Borough	Summary
26/09/18	Hubbub	Volunteering Day	CBT Staff Team	Docklands, Tower Hamlets	The team spent the afternoon with this grantee, removing plastic polluting the water.
26/09/18	Anna Freud Centre	Breakfast Briefing	Kate Moralee	Camden	Discussion on development of a National Trauma Network to prepare for response to any large-scale trauma event.
26/09/18	Association of Charitable Foundations (ACF)	Seminar	Tim Wilson	Camden	A learning event for Trusts and Foundations with a particular interest in impact and learning
26/09/18	GLA	Grants panel	Ciaran Rafferty	City Hall	Final meeting of the panel to consider applications to the Young Londoners Fund
27/09/18	Barrow Cadbury	Funders for Race Equality	Sandra Jones	Westminster	Regular meeting of trusts and lottery who fund race equality organisations
01/10/18	Conservative party	Conference	David Farnsworth	Birmingham	A Party Conference Dinner hosting by the City of London.
02/10/18	ACF	Publication Launch	Julia Mirkin	CCLA, EC4V 4ET (City)	Launch of ACF's Foundation Giving Trends publication
03/10/2018	Crowe	Breakfast briefing	Karen Atkinson	City of London – St Brides	Update on managing investments and reserves

Date	Host Organisation	Type of Event	City of London's Representative	Location/Borough	Summary
03/10/18	Charity Times	Award ceremony & Dinner	Deputy Chairman Dhruv Patel, David Farnsworth & Tim Wilson	Waterloo	The 2018 Charity Times Awards where Stepping Stones won the category for Social Investment Initiative
03/10/18	Lankelly Chase		Chairman Alison Gowman		Trustee engagement on funder co-operation model
04/10/18	Haberdashers Livery	Dinner	Chairman Alison Gowman & Jenny Field	Haberdashers' Hall	Your Officer was a guest at the annual Haberdashers' Dinner.
08/10/18	Labour Party	Consultation event	Ciaran Rafferty	Westminster	A meeting with some funders and youth organisations to inform the Labour Party on the financial needs of youth services
09/10/18	London Community Foundation	Living Wage Friendly Funder Steering Committee	Jack Joslin	Lambeth	A meeting to discuss the Living Wage Friendly Funder scheme and its development.
09/10/18	Macquarie	CSR Network	Fiona Rawes	Macquarie offices	A regular networking meeting.
09/10/18	Paul Hamlyn Foundation	Impact Incubator, gathering	Fiona Rawes	WC1	This partnership between six foundations seeks to develop new approaches to social issues in the UK

Date	Host Organisation	Type of Event	City of London's Representative	Location/Borough	Summary
10/10/18	London Funders	Network meeting	Julia Mirkin & Ciaran Rafferty	Mercers' Livery Company	A meeting of funders to consider the mental health needs of front line workers in the voluntary sector
10/10/18	New Philanthropy Capital	Conference	Fiona Rawes	NW1	Annual Ignites Conference.
11/10/2018	Civil Society Media	Annual Conference	Karen Atkinson & Clare Wand	City of London - Bishopsgate	Charity Finance Summit – K Atkinson presenting at conference. Panel Session relating to the importance of core costs recovery
15/10/18	Anti-Modern Slavery Foundation	Awards Ceremony	Wendy Mead & Kate Moralee	Speakers House, Westminster	Media awards raising the profile of Human Trafficking and Modern Day Slavery
16/10/18	Kingston Voluntary Action	Funding presentation	Ciaran Rafferty	Kingston	A well organised and well attended meeting to hear about your funding programmes and systems
16/10/18	Magistrates Association	Meeting	Ciaran Rafferty	MA office, Vauxhall	A meeting with the CEO of the MA to discuss issues in common (see item in CGO report)

Date	Host Organisation	Type of Event	City of London's Representative	Location/Borough	Summary
16/10/18	City Bridge Trust	Briefing Lunch	Various Members & Trust staff	Guildhall Club Private Dining Room	Chairman Alison Gowman hosted a briefing lunch on the various sources of funding available for charities & individuals.
17/10/18	LBG Network	Conference	Fiona Rawes	KPMG	Annual conference on corporate citizenship.
17/10/18	London Funders	Board meeting and AGM	David Farnsworth, Jenny Field & Fiona Rawes	E1	Regular meeting of the London Funders Board, which your Director Chairs.
18/10/18	ACF	Lunch	David Farnsworth	EC2Y	Lunch with Carol Mack, CEO of ACF
24/10/18	Rethink Mental Illness	Breakfast briefing	Julia Mirkin	Rethink Mental Illness, Embankment SE1 7TP (Lambeth)	Overview of new strategy
24/10/18	City Bridge Trust	Members' Strategic away half-day	Various CBT Members & Staff	DLA Piper	Annual Member away half-day.
25/10/18	NEX	Lunch	David Farnsworth	EC2	Thank you lunch hosted by Michael Spencer in honour of LM Charles Bowman
26/10/18	London Youth	Awards presentation	Ciaran Rafferty	Moorgate	An event to present awards to the young City Leaders
29/10/18	Irish in Britain/Metro Bank	Celebration event	Kate Moralee & Marek Habrda	Westminster	Celebration of Volunteer Achievements

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