



## The City Bridge Trust Committee

**Date:** THURSDAY, 9 MAY 2019  
**Time:** 1.45 pm  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

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

**Next Meetings:** 17 June 2019      25 July 2019      26 September 2019  
(Strategy Meeting)

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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 12:30pm**

**John Barradell  
Town Clerk and Chief Executive**

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **ORDER OF THE COURT OF COMMON COUNCIL**  
To receive the Order of the Court of Common Council on 25 April 2019.  
**For Information**  
(Pages 1 - 2)
4. **ELECTION OF CHAIRMAN**  
To elect a Chairman in accordance with Standing Order 29.  
**For Decision**
5. **ELECTION OF DEPUTY CHAIRMAN**  
To elect a Deputy Chairman in accordance with Standing Order 30.  
**For Decision**
6. **APPOINTMENT OF CO-OPTED MEMBERS**  
To appoint up to two external co-opted Members to the Committee.  
**For Decision**
7. **MINUTES**  
To agree the minutes and non-public summary of the meeting held on 21 March 2019.  
**For Decision**  
(Pages 3 - 16)
8. **APPOINTMENT TO THE SOCIAL INVESTMENT BOARD**  
Report of the Town Clerk  
**For Decision**  
(Pages 17 - 20)
9. **OUTSTANDING ACTIONS**  
Report of the Town Clerk  
**For Information**  
(Pages 21 - 22)
10. **PROGRESS REPORT**  
Report of the Chief Grants Officer & Director of City Bridge Trust (CGO)  
**For Information**  
(Pages 23 - 28)
11. **RISK REGISTER FOR BRIDGE HOUSE ESTATES**  
Report of the CGO  
**For Decision**  
(Pages 29 - 40)

12. **REVIEW OF BRIDGING DIVIDES - YEAR ONE**  
Report of the CGO  
**For Information**  
(Pages 41 - 64)
13. **FINANCIAL POSITION OF CBT IN RESPECT OF THE YEAR ENDED 31 MARCH 2019**  
Joint report of the CGO and the Chamberlain  
**For Information**  
(Pages 65 - 70)
14. **GRANTS BUDGET AND APPLICATIONS TODAY**  
Report of the CGO  
**For Information**  
(Pages 71 - 74)
15. **GRANTS AND STRATEGIC INITIATIVES RECOMMENDATIONS AND ASSESSMENTS**  
To consider the CGO's reports on grant recommendations as follows: -  
**For Decision**
- Index of Grant Recommendations and Summary of Bridging Divides (Pages 75 - 78)
- a) Kingston Voluntary Action (Pages 79 - 82)
  - b) Partnership for Young London (Pages 83 - 86)
  - c) Core Arts (Pages 87 - 92)
  - d) Council for the Protection of Rural England (Pages 93 - 98)
  - e) Strategic Initiative - Centre for the Acceleration of Social Technology (CAST) - Digital Catalyst Project (Pages 99 - 108)
  - f) West London Mission Methodist Circuit (Pages 109 - 110)
  - g) Crimestoppers - London Board (Pages 111 - 112)
  - h) St. Michael's Fellowship (Pages 113 - 116)
  - i) Bail for Immigration Detainees (BID) (Pages 117 - 118)
  - j) Legal Education Foundation (Pages 119 - 122)
  - k) YWCA England and Wales (Pages 123 - 124)
  - l) Evelyn Oldfield Unit (Pages 125 - 126)
  - m) Greater London Volunteering (Pages 127 - 130)
  - n) Auditory Verbal Centre (Pages 131 - 134)
  - o) Independent Living Agency (ILA) (Pages 135 - 136)
  - p) INQUEST Charitable Trust (Pages 137 - 138)

q) Pursuing Independent Paths (Pages 139 - 142)

16. **TO CONSIDER REPORTS OF THE CGO AS FOLLOWS: -**

**For Decision/Information**

- a) Applications Recommended for Rejection (Pages 143 - 146)
- b) Funds Approved or Declined Under Delegated Authority (Pages 147 - 150)
- c) Withdrawn and Lapsed Applications (Pages 151 - 152)
- d) Variations to Grants/Funds Awarded (Pages 153 - 154)
- e) Report on Learning Visits (Pages 155 - 160)
- f) City Bridge Trust Communications & Events Attended (Pages 161 - 178)

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

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

19. **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**

20. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 21 March 2019.

**For Decision**  
(Pages 179 - 180)

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

Report of the CGO

**For Information**  
(Pages 181 - 184)

22. **INTEGRATING THE PHILANTHROPY STRATEGY WITHIN BRIDGING DIVIDES**

Report of the CGO

**For Decision**  
(Pages 185 - 190)

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

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

# Agenda Item 3

ESTLIN, Mayor	<b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Thursday 25th April 2019, doth hereby appoint the following Committee until the first meeting of the Court in April, 2020.
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## THE CITY BRIDGE TRUST COMMITTEE

### 1. **Constitution**

A Non-Ward Committee consisting of,

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

### 2. **Quorum**

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

### 3. **Membership 2019/20**

#### ALDERMEN

- 8 Alison Jane Gowman
- 1 Susan Langley, O.B.E.

#### COMMONERS

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

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

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

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

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

accordance with the policy; and

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

## THE CITY BRIDGE TRUST COMMITTEE

Thursday, 21 March 2019

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

### **Present**

#### **Members:**

Alderman Alison Gowman (Chair)	Deputy Jamie Ingham Clark
Dhruv Patel (Deputy Chairman)	Deputy Edward Lord
Karina Dostalova	Jeremy Mayhew
Simon Duckworth	Wendy Mead
Peter Dunphy	Ian Seaton
Marianne Fredericks	Deputy Dr Giles Shilson

#### **Officers:**

Joseph Anstee	- Town Clerk's Department
David Farnsworth	- Chief Grants Officer & Director of City Bridge Trust
Jenny Field	- The City Bridge Trust
Tim Wilson	- The City Bridge Trust
Karen Atkinson	- Chamberlain's Department
Anne Pietsch	- Comptroller and City Solicitor's Department
Fiona Rawes	- Town Clerk's Department
Jemma Grieve Combes	- The City Bridge Trust
Sandra Davidson	- The City Bridge Trust
Martin Hall	- The City Bridge Trust
Sandra Jones	- The City Bridge Trust
Jack Joslin	- The City Bridge Trust
Julia Mirkin	- The City Bridge Trust
Geraldine Page	- The City Bridge Trust
Clare Wand	- Chamberlain's Department
Samantha Grimmett-Batt	- The City Bridge Trust

### **1. APOLOGIES**

Apologies were received from Alderman Alastair King and Paul Martinelli.

### **ROMA SUPPORT GROUP**

The Committee welcomed Sylvia Ingmire and Gaba Smolinska-Poffey to the meeting to speak about the work of the Roma Support Group. The Committee was shown a short film about the experiences of Roma people in London before Sylvia and Gaba gave the Committee some background on their work and experiences. Roma Support Group worked with East European Roma refugees and migrants to provide support and improve access to information, community resources and health services, particularly around mental health.

For decades Roma people had faced widespread discrimination in society, receiving negative press coverage and subjected to very negative stereotypes. As a result, Roma people often worried about publicly disclosing their identity and heritage, to the extent that it affected access to health services and education. Institutional discrimination in some countries had also created significant issues for Roma people. This discrimination was still happening today, and migrants of Roma heritage often had difficult and negative experiences. The Institute for Health and Human Development had found that Roma migrants to the UK experienced higher levels of stress and depression. This further affected the abilities of Roma people to access services and support.

Roma Support Group aimed to support mental health issues and facilitate access to services, also providing one-to-one advocacy and distributing information. Roma Support Group also aimed to raise awareness of mental health issues within the Roma community and tackle lasting stigma around the subject, using peer advocacy and support groups to reach out and build trust and support networks within the community. Roma Support Group were pleased with their outcomes, which had exceeded expectations. Three-quarters of beneficiaries surveyed reported an improved understanding of the healthcare system and services, and half of them felt increasingly independent. Over 360 people had engaged with services, which exceeded Roma Support Group's target.

The charity was based in Canning Town with an outreach office in West London. Whilst service users from other boroughs visited the charity, most users were from Newham, where there was a large Roma population, and other North and East London boroughs. Some charity projects centred on the Traveller or Gypsy communities may work with the Roma community, but Roma Support Group was the only dedicated Roma charity in London.

The Committee thanked Sylvia and Gaba for their excellent presentation, and circulated information and leaflets from the Roma Support Group.

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

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

Simon Duckworth declared a standing declaration for items relating to the London Borough of Southwark by virtue of his position as Representative Deputy Lieutenant for the Borough.

## 3. **MINUTES**

The Committee noted two corrections to be made to the attendance.

**RESOLVED** – That, pending the above corrections, the public minutes and non-public summary of the meeting held on 31 January 2019 be agreed as an accurate record.



#### 4. **OUTSTANDING ACTIONS**

The Committee received a list of outstanding actions, noting those which were on the agenda or were scheduled for a future date or meeting. The Committee was advised of ongoing outreach work, including a seminar with thirty other funders that had taken place earlier in the month. City Bridge Trust officers had also attended a successful seminar on resettlement and rehabilitation of offenders in February, with an action plan to follow. The Committee also noted that another Members Briefing on Bridging Divides would be scheduled for May or June 2019.

The CGO advised that a shortlist for the two external co-optee positions had been agreed, with interviews in front of a panel of the Chair, Deputy Chairman and the CGO to take place on 22 March 2019.

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

#### 5. **PROGRESS REPORT**

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

##### Brexit Update

The CGO provided the Committee with a verbal update on Brexit. Officers had liaised with the NCVO who had produced a Brexit preparation guide which was proving popular within the sector. A number of different aspects of the charity sector were being taken into account, such as structural funds. The Government had pledged to underwrite all successful bids for EU funding until the end of the current funding cycle in 2023. Whilst there were many variables and uncertainty, conversations were ongoing regarding mitigation of the impact of a no-deal Brexit on themes relevant to the sector such as immigration status, social division and inequality.

The CGO advised the Committee that a full briefing note would be circulated to Members, including a link to the NCVO publication.

##### Impact and Learning Update

The CGO advised that Renaisi, the Bridging Divides learning partner, was conducting work on the values of City Bridge Trust, and as part of this work Members would be invited to contribute their views. The Chair added that responses to the survey would be appreciated.

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

#### 6. **FINAL DEPARTMENTAL HIGH-LEVEL BUSINESS PLAN 2019/20**

The Committee considered a report of the CGO presenting the final high-level business plan for the City Bridge Trust Department for 2019/20. The Chair advised the Committee of suggested amendments, principally that the business

plan should reference Philanthropy House, as it formed part of the implementation of the Philanthropy Strategy.

A Member advised that the business plan needed to take full account of the wider review of the governance of Bridge House Estates. The CGO responded that this work was ongoing through the Task and Finish group, which would soon be reporting to Committees. Any decisions on funding allocation would be made in conjunction with Members. Multiple committees would be consulted on the narrative of the charitable review so far and the way forward, and to inform on the requirements of the bridges, plus developing distinct investment strategies for the charity, and for each of the permanent endowment and unrestricted income funds within the Bridge House Estates fund. The Chair asked that an item encompassing this be added to the outstanding actions list.

The Chair also advised reviewing the target dates set within the 'What we will measure' section to ensure they were correct and appropriate.

**RESOLVED** – That, pending amendments resulting from the feedback from Members, the City Bridge Trust's high-level business plan be approved.

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 if all grants recommended at the meeting be approved, there would be an overspend of £666,343 above the year 1 (2018/19) Bridging Divides budget allocation, which could be offset in the remaining years.

A Member suggested that the Bridging Divides criteria summary pack circulated electronically to Members before meetings be reviewed, and distilled into a single page to be added to the agenda pack if possible.

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

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

a) **British Refugee Council**

The CGO introduced the application and gave the Committee an update on the Cornerstone Fund.

**APPROVED** (£220,800 over three years £90,900; £68,900; £61,000) towards the establishment of a forum to enable refugee community organisations to engage effectively with policy and decision makers in London. The grant is conditional on a full budget for 2019-20 being provided, together with management accounts for 2018-19 which cover the full financial year.

b) **Race on The Agenda**

**APPROVED** £257,100 over the years (£93,100; £82,000; £82,000) towards a programme of communications and media support services benefitting approximately 200 BAMER organisations.

c) **Beacon Fellowship Charitable Trust (The Beacon Collaborative)**

The Head of Philanthropy Strategy introduced the application for a strategic initiative to be funded under the Philanthropy Strategy. The Committee noted that City Bridge Trust would be co-funding with other well-known funders including Arts Council England.

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

- a) Approve a grant of up to £368,000 over 3 years to the Beacon Fellowship Charitable Trust to support a range of initiatives to develop greater philanthropic giving amongst high net worth individuals as part of a long-term collaborative set of activities. The indicative allocation of these funds is as set out in paragraph 10 below. The grant is conditional upon confirmation of funding at a similar level from Arts Council England (ACE) and the satisfactory negotiation of key outcomes, milestones, delivery arrangements and payment schedules for each workstream (approval of the outcomes of such negotiation to be delegated to the Chairman and Deputy Chairman);
- b) From this sum of £368,000 it also recommended that:
  - i) the annual grants of up to E30,000 p.a. towards the reconfigured Beacon awards for 2019-20 and 2020-21 are conditional on demonstrating that each constitutes an appropriate proportion of the overall cost of these awards (given BHE's ancillary object that surplus funds must be applied for the benefit of the inhabitants of Greater London); and
  - ii) the £60,000 towards the (Ultra) High Net Worth (UHNW) research is conditional on the organisation demonstrating that this constitutes an appropriate proportion of the overall cost (given BHE's ancillary object that surplus funds must be applied for the benefit of the inhabitants of Greater London).

d) **Centre for Youth Impact**

In response to a query from a Member, the CGO confirmed that Centre for Youth Impact had been registered as a charity.

**RESOLVED** – That the City Bridge Trust Committee agree a grant of £60,000 over two years (2 x £30,000) to the Centre for Youth Impact to support twenty London-based youth organisations to improve the quality of their evaluation activities.

e) **Afghanistan and Central Asian Association**

**APPROVED** £121,000 over three years (£42,000; £39,500; £39,500) towards the costs of the Lewisham and Croydon Integration Workers, classroom rental, on-costs and research into the most appropriate accreditation for ACAA's ESOL provision.

f) **Asylum Support Appeals Project**

**APPROVED** £90,000 over a further two years (2x £45,000) towards 50% of the salary costs of a Solicitor; 40% of a Duty Scheme Co-ordinator; and 10% of the Director's salary; plus associated running costs.

g) **Citizens Advice Bureaux Service Camden**

**APPROVED** £172,200 over three years (£56,300, £57,400, £58,500) for the salary, project and management costs of a f/t specialist UC Advice Worker.

h) **Free Representation Unit**

**APPROVED** £142,500 core funding over five years (£38,500, £33,500, £28,500, £23,500, £18,500) to provide free legal advice and representation in tribunals to vulnerable clients and those on low incomes in London.

i) **New Horizon Youth Centre**

The Committee noted the revised request for a five-year grant rather than three.

**APPROVED** £250,000 over five years (5 x £50,000) for the salary, support and on costs of a full-time Advice and Support Worker.

j) **Pro Bono Community**

**APPROVED** £74,000 over two further years (£36,500, £37,500) for a part-time Training and Volunteer Co-ordinator (2.5 d/p/w), training costs and overheads to train law students to volunteer in community advice agencies in London.

k) **Federation of London Youth Clubs**

In response to a query from a Member, the CGO advised that the forecasted reduction in income for 2019 was related to the ending of a large contract to deliver the Talent Match programme.

**APPROVED** £390,000 over three years (3 x £130,000) towards the costs of the City Leaders project.

l) **Magpie Dance**

**APPROVED** £100,000 over three years (£33,333; £33,333; £33,334) towards the costs of the Youth and Adult dance groups; a new regular class for adults and a contribution to core and administrative costs. The grant is conditional on confirmation that the organisation's accounting for grant income is SORP compliant from 2019 onwards.

m) **Myatt's Field Park Project**

**APPROVED** £249,200 over five years (£49,700; £49,700; £49,800; £50,000; £50,000) towards a part-time (14 hours per week) Volunteer Co-ordinator, a Community Gardener (21 hours per week) and associated running costs.

n) **Opening Doors London**

**APPROVED** £300,000 over five years (5 x £60,000) for the Ambassadors programme, specifically a p/t (21 hpw) Policy Officer and p/t (21 hpw) Ambassador Support Officer plus some operational and support costs.

o) **Paddington Development Trust**

**APPROVED** £275,600 over five years (£57,300; £53,200; £54, 100; £55,000; £56,000) towards a full time Volunteer Manager and associated running costs.

p) **QPR in the Community Trust**

**APPROVED** £153,000 (£22,200; £32,400; £32,400; £33,000; £33,000) towards the cost of activity staff and tutors, venue costs, administration and monitoring, plus 10% towards charity management costs to provide Extra Time Clubs - subject to receipt of fully signed accounts for 2017/18.

q) **Reach Volunteering**

**APPROVED** £294,100 over 6 years (£61,300; £61,000; £59,300; £58,300; £54,200) to meet the salary and on-costs of the pan-London volunteering programme.

r) **Streetwise Opera**

In response to a query from a Member, the CGO drew the Committee's attention to a reference to another grant application, to the Paul Hamlyn Foundation, and advised that whilst the charity's reserves were below target, the charity would not be in difficulty if the Paul Hamlyn Foundation grant application was unsuccessful. With regards to the nature of the charity's work and outcomes, the CGO advised that the arts played a valuable role in supporting those experiencing homelessness, and had a positive impact on mental health.

**APPROVED** £132,000 over three years (£43,000; £44,000; £45,000) towards the delivery of services and activities offered to people experiencing homelessness (performers) across London, including contributions towards workshop leaders, workshops, performers' costs and other associated running costs.

s) **The Garden Classroom (TGC)**

**APPROVED** £57,500 over two further years (£29,000; £28,500) for 4dpw of the Education and Community Manager; and 1dpw of the Finance Officers Salary costs. Year 1 includes £1,250 towards AAT Level 3 Training costs.

t) **Zoological Society of London**

The CGO advised the Committee that Thames 21, who undertook similar work, often worked closely with the charity but had different focusses, with ZSL focussing on wildlife and Thames 21 focussed on litter and the physical health of the river.

**APPROVED** £99,400 over two further years (£49,100, £50,300) for the salary of two part-time posts (0.8 Project Manager and 0.2 Project Coordinator) and related Tidal Thames Conservation project costs.

u) **deafPLUS**

**APPROVED** £95,700 over two years (£47,400, £48,300) for a part time LWHL Project Trainer (25 hpw), and part time LWHL Project Officer (10 hpw) and associated running costs.

v) **Evolve Housing + Support**

**APPROVED** £69,000 over two years (£36,000; £34,000) for further two years of continuation funding towards the mental health services Evolve Housing + Support deliver for homeless clients.

w) **Lambeth and Southwark Mind**

**APPROVED** £120,000 over two further years (2 x £60,000) for the salary costs of the f/t CEO & Clinical Director.

x) **Limes Community and Children's Centre**

**APPROVED** £83,150 over two further years (£41,150; £42,000) to support the salary cost of two part time Coordinators (16hpw each), Sessional Staff and associated project costs to deliver the Creative Journeys project.

y) **MyBnk**

**APPROVED** £135,000 over three years (£50,000; £45,000; £40,000) to contribute to MyBnk's specialist support services for disabled young people or care leavers in London.

z) **Safer London Foundation**

**APPROVED** £296,200 over five years (£56,900; £58,100; £59,200; £60,400; £61,600) to fund the Young Men's Service Project Manager full-time (35hpw) and associated project costs and management overheads to deliver and expand The Harmful Sexual Behaviours Project in London.

aa) **St Augustine's Community Care Trust**

**APPROVED** £70,300 over two further years (£34,700; £35,600) towards the salary costs of a full time Chief Executive Officer.

bb) **Stockwell Partnership**

**APPROVED** Core funding over five years (£20,000; £18,000; £16,000; £14,000; £12,000) to underpin the work the Stockwell Partnership does supporting migrant communities to access mainstream services and connect with their community.

cc) **women@thewell**

**APPROVED** £77,000 over two further years (£38,000; £39,000) towards four days/week salary costs of a Support and Advocacy Worker and running costs of a life skills programme for women who have offended or are at risk of offending or re-offending.

Noting the number of two-year extension applications, a Member asked what support was available for organisations when their grants ran out. The CGO responded that many organisations depended on time-limited Trust funding and would apply for a grant from another Trust after the expiry of their City Bridge Trust grant. The Chair added City Bridge Trust strived to give clear steers to organisations on how to be sustainable, and the Funder Plus offer would be an area where City Bridge Trust could build on this.

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

a) **Ideas Please Initiative - Responding to the Resilience Risk**

The Committee considered a report of the CGO on the Ideas Please initiative. It was proposed to launch a call for applications through the Ideas Please mechanism. Inviting organisations to design and deliver six-month pilot interventions to develop the resilience of their frontline workers. The proposal had developed from conversations at learning visits and was being also built

upon by London Funders. There had been interest from other funders and an offer to contribute to costs had already been received.

Members were positive about the proposal, and suggested that if successful, the proposal might even be applied beyond the charity sector into the public sector. The CGO responded that officers had collected information and learning to this end and would continue to work to draw knowledge together.

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

- a) Agree the name of the programme as *Responding to the Resilience Risk*;
- b) Agree the indicative allocation of funds, as outlined in para 24, from your 2019/20 budget and which includes an allocation of £100,000 for pilot grants; and
- c) Instruct officers to report on funding awarded under designated authority to your Committee in September 2019.

b) **Applications Recommended for Rejection**

In response to a query from a Member, the CGO expanded on the reason for recommending rejection of the application from Trees for Cities. Feedback would be provided to the organisation if requested.

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

c) **CBT Approach to Climate Action**

The Committee considered a report of the CGO setting out the work City Bridge Trust has done to date to encourage improved environmental practice and proposing further steps to strengthen the charitable sector's knowledge and capacity, based on City Bridge Trust's value of 'care for the environment', as set out in Bridging Divides.

The CGO introduced the report and asked Members what actions they felt the City Bridge Trust Committee could lead on. The Committee was advised that City Bridge Trust would also hold discussions with other funders about what they were doing and opportunities to work together. The Chair drew Members' attentions to the proposals starting on page 139 and asked the Committee which they felt should be prioritised.

Members endorsed the proposals and were supportive of the direction of travel. A Member said that they were delighted with the report and with the proposition of the City Bridge Trust providing leadership in this area, for which the entire City of London Corporation was responsible. The Member asked how City Bridge Trust planned to tie in with other parts of the organisation. Due to the



importance of environmental work, prioritising actions was hugely challenging, and all proposals should be pursued as far as was possible.

The Deputy Chairman added that items l and m had also been the focus of the Investment Committee and Investment Boards, for example in the City of London Corporation becoming a signatory to the Principles of Responsible Investing (PRI) and developing an Environmental, Social and Governance (ESG) Policy. A Member added that ESG rating was now an important consideration of the Financial Investment Board in selecting fund managers, and suggested that this could be extended to grantees.

The CGO advised the Committee that the City Bridge Trust would continue to challenge trustees as they had done before. There were key officers in place that would enable and support cross-departmental action. Members would also have oversight across the piece through Committee work. The Chair added that a Climate Action task and finish group of officers had been established, led by the Director of Economic Development, which could bring different workstreams together and drive the action plan.

A Member said that they supported all the proposals put forward, and suggested organising them according to the amount of commitment required, prioritising 'quick wins' that would be easier to implement.

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

- a) Provide feedback, as above, on the proposed next steps for CBT to pursue on climate action; and
- b) Approve the development of a costed plan on climate action for consideration at a subsequent Committee.

d) **Funds Approved or Declined under Delegated Authority**

The Committee received a report of the CGO which advised Members of eleven expenditure items, totalling £140,560, which had been presented for approval under delegated authority to the CGO in consultation with the Chair 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 CGO which provided details of five 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 ten grants agreed by the CGO since the last meeting.

In response to a query from a Member, the CGO advised that the full amount for eco-audit funding was not reclaimed where some work was pending or had already taken place. Where no work towards the process had been done then the full amount would be recovered.

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

g) **Grants Analysis, Trends and Management**

The Committee received a report of the CGO providing an update on progress against the Committee's 2018/19 grants budgets and summarising those grants awarded and in management.

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

h) **Strategic Initiatives - Monitoring Visits**

The Committee received a report of the CGO providing a monitoring updates for two current Strategic Initiatives, the Bridge to Work programme and the Age UK/Action Fraud initiative. The Chair advised that there had been an excellent take up and response to the Bridge to Work programme. The CGO added that the Age UK project had now completed, and this interim evaluation suggested it had been successful. An action plan would be devised to build on the work done so far.

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

i) **Report on Learning Visits**

The Committee received a report of the CGO about two visits that had taken place.

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

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

The Committee received a report of the CGO updating on the communications work of the City Bridge Trust.

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

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

There were no questions.

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

There was no other business.

12. **EXCLUSION OF THE PUBLIC**

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

<b>Item No.</b>	<b>Exempt Paragraphs</b>
13 – 14	3
15	3, 5
16 – 17	-

13. **NON-PUBLIC MINUTES**

**RESOLVED** – That the non-public minutes of the meeting held on 31 January 2019 be agreed as an accurate record.

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

The Committee received a report of the CGO.

15. **BUSINESS CASE FOR THE 'PHILANTHROPY HOUSE' CONCEPT**

The Committee received a report of the CGO.

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

There were no questions.

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

There was one item of other business.

**The meeting closed at 3.10 pm**

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Chairman

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# Agenda Item 8

<b>Committee</b>	<b>Date:</b>
The City Bridge Trust Committee	9 May 2019
<b>Subject:</b> Appointment to the Social Investment Board	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>
<b>Report author:</b> Joseph Anstee, Committee & Members' Services Officer	

## Summary

The purpose of this report is to consider the appointments to the Social Investment Board. The proposed Terms of Reference and composition of the Board are given below. Subject to approval by the Investment Committee at its meeting on 16<sup>th</sup> May 2019, the Terms of Reference will continue as present with the Board meeting approximately four times a year (including an away day).

In previous years, the composition of the Social Investment Board has included the Chair of the City Bridge Trust Committee for the time being or their nominee, and a Member of the City Bridge Trust Committee. The City Bridge Trust Committee's appointments to the Social Investment Board for 2018/19 were Alderman Alison Gowman and Dhruv Patel.

Following a review of the Board's governance during the last municipal year, the composition of the Social Investment Board going forward shall include three Members of the City Bridge Trust Committee, appointed for three-year terms, with a maximum of three consecutive terms per Member. In order to provide consistency, it was agreed that terms be staggered in a manner reflecting other Court of Common Council Committees, and so within each group, appointments for one, two and three-year terms respectively should be appointed for the next municipal year.

The Committee is therefore asked to appoint three Members to the Board. It is proposed that, in line with the procedure adopted by the Court of Common Council, if the appointments are balloted, the terms be allocated on the basis of the number of votes received, with the Member receiving the most votes allocated the longest term. However, Members may wish to agree the allocation of terms amongst themselves.

## Recommendation

That the City Bridge Trust appoint three Members to the Social Investment Board, for terms of one, two and three years respectively.

## **Main Report**

### **Social Investment Board**

#### **Composition**

- Chairman to be determined by the Board;
- Three Members of the Investment Committee;
- Three Members of the City Bridge Trust Committee;
- Three Members with social investment interest elected from the wider Court of Common Council; plus
- Up to three co-opted Members appointed according to the existing process

Members of the Social Investment Board should serve a three-year term, rather than one year, with a maximum of three consecutive terms per Member.

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

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

#### **Quorum**

Any three Members of the Board.

#### **Terms of Reference**

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

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

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

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

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

## Membership 2018/19

Nominee of the Chair of the Policy & Resources Committee	Deputy Henry Pollard
The Chairman of the Finance Committee	Jeremy Mayhew
The Chair of the City Bridge Trust Committee	Alderman Alison Gowman
One Member of the City Bridge Trust Committee	Dhruv Patel
The Chairman of the Financial Investment Board	Andrew McMurtrie
One Member of the Financial Investment Board	Nicholas Bensted-Smith
Two Members elected by the Investment Committee	Henry Colthurst (Chairman) Andrien Meyers (Deputy Chairman)
Co-opted Members	Elizabeth Corrado Laura Tumbridge

### Joseph Anstee

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## The City Bridge Trust Committee – Outstanding Actions

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
1.	6 July 2018	<b>Outreach work with targeted Boroughs</b>	CBT Team	<b>July 2019</b>	Following a seminar with London Funders looking at ‘cold spots’ on 11 March 2019, a follow-up meeting will be held with funders interested in working together on a targeted approach.
2.	6 July 2018	<b>Investing in Londoners</b>	CBT Team / Town Clerk	<b>May 2019</b>	Advertising of the outcomes of the Investing in Londoners programme to be promoted via social media and an infographic, once all applications under this programme have been decided.
3.	6 July 2018	<b>Bridging Divides Member Briefing</b>	CBT Team / Town Clerk	<b>28 June 2019</b>	Members Briefing arranged for 28 June in the Private Members Dining Room
4.	7 September 2018	<b>Co-opted Members</b>	CBT Team / Town Clerk	<b>May 2019</b>	External co-optees to be recommended for appointment on 9 May 2019.
5.	7 September 2018	<b>Induction Process</b>	CBT Team / Town Clerk	<b>Spring 2019</b>	Review of the induction process to take place in Spring 2019 with Members and external co-opted Members

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
6.	14 November 2018	<b>Consider a framework for networking amongst legal and advice services</b>	CBT Team	<b>July 2019</b>	A strategic initiative on encouraging co-operation and networking between organisations is in development, to be brought to Committee for decision
7.	14 November 2019	<b>CBT approach to funding homeopathy &amp; similar activities</b>	CBT Team / Town Clerk	<b>March 2019</b>	The Members' Handbook has been updated.
8.	21 March 2019	<b>Bridge House Estates Review</b>	CGO / Town Clerk	<b>May 2019</b>	The CGO to update Members on the ongoing governance review of Bridge House Estates

<b>Committee:</b> City Bridge Trust (CBT)	<b>9th May 2019</b>
<b>Subject:</b> Progress Report	<b>Public</b>
<b>Report of:</b> Chief Grants Officer and Director of CBT (CGO)	<b>For information</b>

## Summary

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

- a) The Relaunch of the Stepping Stones Fund
- b) Member's Briefing Lunch
- c) HR Update
- d) Central Grants Unit
- e) Funder Plus
- f) Cornerstone Fund
- g) Co-opted Members

## Recommendation

Members are asked to:

- a) Note the report.

## Main Report

### Introduction

You will recall that you have agreed that each of the CBT Committee Meetings will begin with a presentation on a particular area of interest for the committee. Paul Jackson (Relationship Manager – Trusts) from the Church of England Children's Society has kindly agreed to speak at the lunch prior to the Committee meeting about the project we are funding. Paul will be accompanied by Sarah Hegarty (Service Manager- Multiple Vulnerabilities Missing & Exploitation).

You agreed to fund a part-time Project Worker, part of the Service Manager post, and support costs which enhance the mental health and wellbeing of young men in London who are, or are at risk of, being exploited.

### The Relaunch of the Stepping Stones Fund

1. On 11 April 2019, CBT relaunched its Stepping Stones Fund, an award-winning social-investment readiness grants programme delivered in

partnership with [UBS](#). Following five previous funding rounds, applications will now be considered on a rolling basis, across the year, rather than bound by deadline.

2. Since its inception in 2014, the Stepping Stones Fund has distributed over £3.2m in grant funding to 77 organisations in Greater London who wish to test out ideas for trading, for property purchase and for redevelopment. These grants allow charities a 'safe space' to road test an idea, encouraging innovation and ultimately catalysing revenue generation.
3. This follows the launch earlier this year of the Stepping Stones Finance Facility, in partnership with UBS and Clothworkers Foundation, which offers loans of up to £50,000 to previous recipients of the Stepping Stones grant programme.
4. More details on the Stepping Stones Fund can be found [here](#).

### **Members' Briefing Lunch**

5. On Friday 28 June 2019 the CBT Committee will be hosting a Members' briefing lunch in the Guildhall Club Private Dining Room on the different sources of charitable funding managed by the Corporation. A formal email invitation to all Members will follow in due course.

### **HR Update**

6. Catherine Mahoney started in post as the Charity and Philanthropy Communications Manager on 1 April 2019. Martin Hall, who has been acting up in the post of Communications Manager will revert to his Funding Officer role on 1 May.
7. The Volunteering Manager interviews have taken place and CBT are in the final stages of appointing two individuals on a job share basis. Subject to references, it is hoped that both postholders will join the team by the end of May.
8. Lily Brandhorst who currently splits her time between the Central Grants Unit (CGU) and CBT Funding Officer role, was successful at interview for the post of part-time CBT Funding Manager and will start in her new role on 23 April. Lily will be relinquishing her duties as a CBT Funding Officer to take up this new role.
9. Chamberlain's now have 2 interim roles supporting the Head of Charity & Social Investment Finance. Whilst 1 role is funded via the BHE Strategic Review Fund, to enable governance related tasks to be progressed, tasks are being split between the 2 individuals (Nathan Omane and Edith Parker). Both are therefore involved with CBT related activities.

## Central Grants Unit

10. The CGU is co-located with the CBT team in order to facilitate consistency of approach and harmonise service standards across grant-making activities by the City Corporation. The Central Grants Programme (CGP) operates four funding themes with multiple funding deadlines throughout the year.
11. The CGU works with officers from across the City of London Corporation to ensure expertise is utilised in the assessment and decision making of applications, in line with the total assets approach of Bridging Divides. Alongside the grant making the CGU works with departments to collate the City of London Corporation's Benefits in Kind data as well as to provide advice and make recommendations to the Finance Committee about where to distribute International Disaster Fund in response to International Appeals.
12. Work is ongoing with the CGO, The Comptroller and City Solicitor's Department and the Chamberlain to explore the consolidation and rationalisation of charities associated with the City Corporation, in particular those whose purpose is charitable funding.
13. The table below outlines the total number of successful applications awarded through the CGP in the year ending 31 March 2019. A more detailed breakdown of the grants awarded from the programme is available on request. An annual report outlining the work of the CGP will be taken to each of the service Committees that oversee grant making in the next two months.

12 Month Grant Period April 2018 – March 2019		
Programme	Number of Grants	Amount Awarded
Education & Employment	17	£280,790
Inspiring London through Culture	25	£189,224
Enjoying Green Spaces and the Natural Environment	12	£155,475
Stronger Communities	13	£92,725
Total	67	£718,214

14. The CGU is in discussion with the Department for Built Environment around taking on the management of the Community Infrastructure Levy Neighbourhood Fund during 2019/20.

## Funder Plus

15. The Deputy Director has continued to work with Rocket Science, Cranfield Trust and Locality in developing a new Funder Plus<sup>1</sup> offer to support your

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

grantees. You may recall that Rocket Science has been appointed to co-ordinate the initiative and act as learning partner whilst Cranfield Trust and Locality have each been awarded a grant of £150,000 to deliver a Triage and Connect programme over 12 months to test what good 'diagnostics', 'connecting' and 'supporting' looks like.

16. We anticipate working with a pool of approximately 45 providers of capacity building support, following a due diligence assessment by Rocket Science. A workshop for these providers is planned for Friday 3<sup>rd</sup> May 2019 where our thinking behind the pilot can be explained. For example, as well as providing more 'traditional' forms of capacity building, such as training and consultancy, it was always envisaged that other forms of provision would be made available, such as:
- a) Backfilling capacity in an organisation to enable key staff to attend conferences, networking events, training or action learning sets, for example.
  - b) Peer support.
  - c) One-to-one mentoring.
  - d) Resource to enable peer to peer support/shared learning amongst organisations.
17. We anticipate being ready to soft-launch in May and will provide an update at your next meeting.

### **Cornerstone Fund**

18. Two further recommendations for Stage 2 Cornerstone Fund<sup>2</sup> grants are included in your papers today, one led by Partnership for Young London, the other by Kingston Voluntary Action. By way of a recap:
- a) 11 applications were recommended by the group of aligned funders<sup>3</sup> to go through to Stage 2 (out of a total of 21). 10 of these received development grants of up to £20,000 to work up their Stage 2 application (the 11<sup>th</sup> was ready to go straight through to Stage 2).
  - b) 3 grants have been awarded so far by CBT Committee
  - c) 1 has been approved by John Lyons Charity
  - d) 1 by National Lottery Community Fund
  - e) 2 are recommended to be funded by CBT today
  - f) 1 is to be considered by Trust for London in July
  - g) 1 is to be considered jointly by Trust for London and National Lottery Community Fund
  - h) 1 application will be brought to CBT's July Committee

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<sup>2</sup> The additional £3m that was approved to establish a strategic fund for civil society infrastructure support. CBT worked with a cross-sectoral reference group and in consultation with the sector to develop its priorities, outcomes and governance arrangements. It was a two-stage application process, with those getting through Stage 1 being offered development grants in order to work with their partners in the development of Stage 2.

<sup>3</sup> As well as CBT, these are National Lottery Community Fund (NLCF), GLA, Trust for London (TFL) and John Lyons Charity (JLC) with input from the Mercers' Company and London Councils. Each of NLCF, TFL and JLC identified which of the Stage 2 proposals they may be able to support so that the applicant followed the application process of that specific funder. The GLA have awarded a grant of £175,000 to the fund.

- i) 1 applicant has been through considerable change and has withdrawn from the programme.

### **Co-opted Members**

19. The two people recommended to be co-opted to your Committee will be in attendance at today's meeting. They are Jannat Hossain and William Hoyle whose details have already been circulated to the Committee. Jannat is currently Campaigns Officer at Gingerbread and her employment history includes roles within the National Union of Students, New Economics Foundation and War on Want. She is a trustee of the charity Jubilee Debt Campaign. William has a digital background having spent many years with Cable and Wireless (now Vodafone). He was a founding CEO of TechforTrade; previous CEO of Technology Trust, a charity and social enterprise. He is also Chair of the youth enterprise charity Business Launchpad and a volunteer for the homeless charity, Glassdoor.

### **David Farnsworth**

CGO

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<b>Committee</b>	<b>Dated:</b>
City Bridge Trust (CBT)	9 <sup>th</sup> May 2019
<b>Subject:</b> Risk Register for Bridge House Estates (charity number: 1035628)	<b>Public</b>
<b>Report of:</b> Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Decision</b>
<b>Report author:</b> Scott Nixon, CBT	

## Summary

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

Four of the risks on the BHE risk register relate to the services overseen by the CBT Committee. These relate to grants not being used for their intended purpose; financial loss through fraud or theft; negative publicity leading to reputational damage; and IT failure – the four risks are detailed at Appendix 2.

Risk two is assessed as amber with a score of 6 (on a risk scale from one to the highest risk score of thirty-two); the remaining three risks are assessed as green with a score of two.

## Recommendations

Members are asked to:

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

## **Main Report**

### **Background**

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

### **Review of Risks**

4. The method of assessing risk reflects the City of London Corporation's (CoLC) standard approach to risk assessment as set out in its Risk Management Strategy approved by the Audit and Risk Management Committee. The CoLC risk matrix, which explains how risks are assessed and scored, is attached at Appendix 1 of this report. Risk scores range from one, being lowest risk, to the highest risk score of thirty-two. These scores are summarised into 3 broad groups, each with increasing risk, and categorised green, amber or red.
5. Each risk in the register has been considered by the responsible officer within the Corporation who is referred to as the 'Risk Owner' in the register.
6. The CBT Committee's element of the BHE risk register is shown at Appendix 2 and contains four risks: the first relating to the grant not being used for its intended purpose; the second to financial loss through fraud or theft ; the third to negative publicity leading to reputational damage: and fourth, major IS failure. Controls are in place to mitigate these risks, including an open, transparent and rigorous grants assessment process and, in relation to IT systems, the main grants system GIFTS now running from an Agilisys data centre which is more resilient than the previous server at Guildhall.
7. It should also be noted that the fourth risk is currently being reviewed. CBT currently uses grant-making software provided by the supplier Blackbaud (called GIFTS Alta). Currently, all data on grantees is housed on the CoLC server. However, CBT is transitioning to an upgraded software package called Gifts Online - and are due to transition post April 2019. The main Blackbaud server is currently based in Amsterdam and their back-up server in Slough. CBT are currently liaising with the supplier Blackbaud to ensure that adequate data protection measures are in place in the event of a 'no deal' Brexit.

8. CoLC no longer have a corporate risk for IT service outage as this was downgraded due to the risk being managed by the individual departmental level risks.
9. Risk two is assessed as amber with a score of 6 (on a risk scale from one to the highest risk score of thirty-two). The remaining three risks are assessed as green with a score of two. The current mitigating actions are considered appropriate at this time.

### **Conclusion**

10. The risks faced by the charity have been reviewed and three of those risks have been identified as relating to the services overseen by the CBT Committee. The four risks are that grants not being used for their intended purpose; financial loss through fraud or theft; major IS systems failure and negative publicity leading to reputational damage. This Committee is requested to confirm that appropriate control measures are in place for these risks and that there are no other risks that should be added to the BHE register in relation to services overseen by the Committee.

### **Appendices**

- Appendix 1 - City of London Corporation Risk Matrix
- Appendix 2 – BHE Risk Register

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

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

#### (A) Likelihood criteria

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

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#### (B) Impact criteria

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

#### (C) Risk scoring grid

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

#### (D) Risk score definitions

<b>RED</b>	Urgent action required to reduce rating
<b>AMBER</b>	Action required to maintain or reduce rating
<b>GREEN</b>	Action required to maintain rating

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

Contact the Corporate Risk Advisor for further information. Ext 1297

October 2015

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## Appendix 2: BHE Risk Register



### Risk Level Description Service

<b>Code</b>	TC CBT 01	<b>Title</b>	Financial loss through fraud or theft.
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<b>Description</b>	Cause: Financial and governance controls are not sufficient enough to identify fraudulent activity. Event: Funding awarded is not being used in line with the terms and conditions of grant. Impact: Negative reputational impact; grant monies may be unrecoverable which is a loss to the charity. Additional officer resources may be required to investigate and liaise the authorities.		
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<b>Category</b>	Financial	<b>Approach</b>	
<b>Risk Level</b>	Service	<b>Risk Owner</b>	David Farnsworth

<b>Strategic Aim</b>	SA3	<b>Key Policy Priority</b>	KPP4
<b>Department</b>	Town Clerk's	<b>Committee</b>	The City Bridge Trust Committee

<b>Current Risk Assessment, Score &amp; Trend Comparison</b>		2	—	Constant
<b>Target Risk Assessment &amp; Score</b>		2		

<b>Likelihood</b>	Rare
<b>Impact</b>	Serious
<b>Risk Score</b>	2
<b>Review Date</b>	08-Feb-2019

<b>Likelihood</b>	Rare
<b>Impact</b>	Serious
<b>Risk Score</b>	2
<b>Target Date</b>	01-Jun-2019

**Actions related to this risk:**

Ref No:	Title	Action Description	Action Owner	Due Date	Progress	Latest Note
TC CBT 01 A	Financial loss through fraud or theft.	<p>CBT to continue with its existing robust monitoring and evaluations systems.</p> <p>To continue to regularly review grant assessment processes.</p> <p>To continue to undertake mystery shopping and compliance visits to grantees.</p> <p>To continue to undergo internal and external audit.</p> <p>To update wherever necessary documentation that is issued into the public domain which states that CBT has a zero tolerance to fraud.</p> <p>To continue to undertake detailed financial assessments of any grants deemed to be of a higher risk.</p> <p>To continue to ensure that the grants management database has a clear delegation of duty.</p>	Jenny Field	01-Jun-2019	35%	Risks reviewed by management team on 19.02.2019




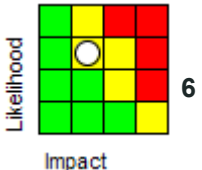
<b>Code</b>	TC CBT 02	<b>Title</b>	Grant not used for its intended purpose
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<b>Description</b>	Cause: Grant award not being used in accordance with Trust priorities and in line with the original grant application. Event: Funding not being used for its intended purpose. Impact: Reputational damage to the Trust.
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<b>Category</b>	Financial
<b>Risk Level</b>	Service

<b>Approach</b>	
<b>Risk Owner</b>	David Farnsworth

<b>Strategic Aim</b>	SA3
<b>Department</b>	Town Clerk's
<b>Current Risk Assessment, Score &amp; Trend Comparison</b>	 <p>Constant</p>
<b>Likelihood</b>	Possible
<b>Impact</b>	Serious
<b>Risk Score</b>	6
<b>Review Date</b>	08-Feb-2019

<b>Key Policy Priority</b>	KPP4
<b>Committee</b>	The City Bridge Trust Committee
<b>Target Risk Assessment &amp; Score</b>	
<b>Likelihood</b>	Possible
<b>Impact</b>	Serious
<b>Risk Score</b>	6
<b>Target Date</b>	01-Jun-2019

**Actions related to this risk:**

Ref No:	Title	Action Description	Action Owner	Due Date	Progress	Latest Note
TC CBT 02 A	Grant not used for its intended purpose	To continue to undertake regular learning visits to grantees so as to identify any issues at an early stage. To continue to meet with the Comms and Media team to update on any potential or emerging issues with grantees.	Jenny Field	01-Jun-2019	25%	Risks reviewed by management team on 19.02.2018

<b>Code</b>	TC CBT 03	<b>Title</b>	Negative publicity and reputational damage
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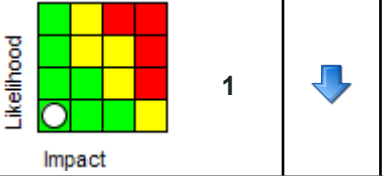
<b>Description</b>	Cause: The Trust's new Funding programmes are not understood in the charitable sector Event: The Trust receives a high number of applications which creates a delay in assessment. Impact: Negative publicity and reputational damage to the Trust and its trustee the City of London Corporation.		
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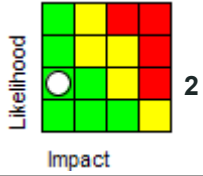
<b>Category</b>	Reputation
<b>Risk Level</b>	Service

<b>Approach</b>	
<b>Risk Owner</b>	David Farnsworth

<b>Strategic Aim</b>	SA3
<b>Department</b>	Town Clerk's

<b>Key Policy Priority</b>	KPP4
<b>Committee</b>	The City Bridge Trust Committee

<b>Current Risk Assessment, Score &amp; Trend Comparison</b>		Decreasing
	<b>Likelihood</b>	Rare
	<b>Impact</b>	Minor
	<b>Risk Score</b>	1
	<b>Review Date</b>	08-Feb-2019

<b>Target Risk Assessment &amp; Score</b>		
	<b>Likelihood</b>	Unlikely
	<b>Impact</b>	Minor
	<b>Risk Score</b>	2
	<b>Target Date</b>	01-Jun-2019

**Actions related to this risk:**

Ref No:	Title	Action Description	Action Owner	Due Date	Progress	Latest Note
TC CBT 03 A	Negative publicity and damage to the City of London Corporation's reputation.	To continue to undertake regular funding presentations to the sector. To continue to monitor and act upon any feedback received from grantees (website/social	David Farnsworth	01-Jun-2019	35%	Risks reviewed by management team on 19.02.2019.

		media/monitoring forms). To undertake visits to borough leaders and raise the profile of CBT. To continue to monitor and review the number of applications received.				
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<b>Code</b>	TC CBT 04	<b>Title</b>	IT failure
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<b>Description</b>	Cause: Malicious attack, unpredictable event or adverse weather conditions. Event: IT failure at the data centre managing the Trust's CRM data. Impact: Inability to access active or historical grant data. Unable to assess and manage grant applications, causing a backlog.
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<b>Category</b>	Technological
<b>Risk Level</b>	Service

<b>Approach</b>	
<b>Risk Owner</b>	David Farnsworth

<b>Strategic Aim</b>	SA3
<b>Department</b>	Town Clerk's

<b>Key Policy Priority</b>	KPP4
<b>Committee</b>	The City Bridge Trust Committee

<b>Current Risk Assessment, Score &amp; Trend Comparison</b>			Increasing
<b>Likelihood</b>	Unlikely		
<b>Impact</b>	Serious		
<b>Risk Score</b>	4		
<b>Review Date</b>	24-Apr-2019		

<b>Target Risk Assessment &amp; Score</b>			
<b>Likelihood</b>	Unlikely		
<b>Impact</b>	Minor		
<b>Risk Score</b>	2		
<b>Target Date</b>	01-Jun-2019		

<b>Latest Note</b>	Risk impact increased due to possible impact of data servers being based in the EU.
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**Actions related to this risk:**

<b>Ref No:</b>	<b>Title</b>	<b>Action Description</b>	<b>Action Owner</b>	<b>Due Date</b>	<b>Progress</b>	<b>Latest Note</b>
TC CBT 04 A	IS failure	To continue to meet on a regular basis with the CBT IT Business partner to ensure that all off site data back up sites and storage are suitable. To continue to ensure that any viruses and spam are reported to the IT department and dealt with swiftly.	Jenny Field	01-Jun-2019	35%	Risks reviewed by management team on 19.02.2019.

<b>Committee</b> City Bridge Trust (CBT)	<b>Dated:</b> 9 <sup>th</sup> May 2019
<b>Subject:</b> Review of Bridging Divides – Year One	Public
<b>Report of:</b> Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Information</b>
<b>Report authors:</b> Jemma Grieve Combes/Ruth Feder, Head of Impact & Learning	

## Summary

This report provides a review of progress towards implementing the Bridging Divides strategy in Year One (2018-19), including key learning points. It was informed by interviews with members of the CBT Senior Management Team, and a workshop attended by other team members, as well as work to support learning and evaluation over the year including staff workshops, development of theories of change, surveys with staff and Committee Members and a review of the Trust's values. It is intended for the Committee's information and there are no decision points.

## Recommendation

Members are asked to:

- a) Note information on progress towards implementing Bridging Divides to date, including key learning points and recommendations, as presented in the attached Appendix.

## Main Report

### Overview of Bridging Divides Strategy

1. Bridging Divides is CBT's five-year strategy, launched in April 2018 and in place until 2023. The strategy was developed in collaboration with the sector through interviews, focus groups and consultation. The strategy includes seven key pillars:
  - a. CBT's Vision and Mission
  - b. CBT's Values
  - c. What CBT will fund
  - d. Funder plus support
  - e. CBT's Toolkit
  - f. Defining success
  - g. A strategy that learns and adapts.

2. In February 2018 you commissioned an award-winning social enterprise – Renaisi – as Learning Partner, to act as a critical friend and to help the Trust learn from its work in real time. One of Renaisi's key tasks was to review the implementation of Bridging Divides over this first year of operation and including the period between the Strategy being agreed and the programmes being launched.
3. Renaisi's report is attached as an Appendix and sets out the methodology of their review and the findings and recommendations.

Jemma Grieve Combes/Ruth Feder  
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[Jemma.Grievecombes@cityoflondon.gov.uk](mailto:Jemma.Grievecombes@cityoflondon.gov.uk)



**Review of Bridging  
Divides:  
Year One, 2018-19  
April 2019**

**We are an award-winning  
social enterprise that helps  
people and places to thrive.**



## Background

City Bridge Trust's ambition for Bridging Divides is to be 'a strategy that learns and adapts'. In support of this ambition, following a competitive tendering process Renaishi were commissioned in February 2018 as Learning Partner to the Bridging Divides strategy to act as a critical friend, and help the Trust to learn from its work in real time. In this role, we have been supported by Tim Wilson, Funding Director & Social Investment Fund Manager, and from October 2018 by the Trust's new co-Heads of Impact and Learning, Jemma Grieve Combes and Ruth Feder (appointed in February 2019), who were appointed to provide additional capacity in furtherance of the Trust's learning aims.

### About Renaishi

Renaishi is an award-winning social enterprise. What makes us unique is that we combine two specialisms in one business that are usually delivered separately:

**People:** We provide information, support and advice to individuals who face barriers to progression such as employment, social integration, skills and personal development. This means that we understand practically what it takes to support change.

**Organisations:** We support social organisations, charities and funders to deliver greater impact through our evaluation, learning, change management and strategic consultancy, so that they can deliver their best and most effective work.

We then generate new insights and learning from across our work with a range of people and organisations to think differently about how to support places well.

### Our work for City Bridge Trust

Over the past year we have supported the team to learn and reflect on the Bridging Divides strategy and implementation process, as well as to further refine and develop some elements of the strategy. This work has included:

- Interviews with Trust staff and Committee members to understand how Bridging Divides differs from the previous strategy, perspectives on the changes it represents, and how those changes were being implemented (March 2018)
- In response to findings from those interviews, a workshop with the whole Trust team to provide space for staff to reflect on what implementation of the strategy means in practice for people with different roles (April 2018)
- A workshop with the Trust team to explore what being a 'learning organisation' means for the Trust, and what type of learning needs to be prioritised to achieve the Trust's goals (July 2018)
- A draft Theory of Change for Bridging Divides, outlining 'what' the Trust funds and how this leads to outcomes for people and communities in London, alongside a second Theory of Change focusing on 'how' the Trust funds (September-December 2018)
- A Theory of Change workshop with eight members of the Trust team to refine both Theories of Change and explore areas for further development, including the values and cross-cutting programme themes (December 2018)





- A paper focusing on the concepts behind the Trust's mission (to reduce inequality and grow more cohesive communities), drawing on external research and datasets to advise on how to operationalise those concepts and monitor the Trust's progress towards those aims (January 2019)
- A review of the Trust's values, and how those can be implemented in practice (due May 2019)

This paper draws together reflections gained through this work, as well as through interviews with members of the Leadership team, and a workshop with other team members, to inform this report.

### **Overview of Bridging Divides strategy**

Bridging Divides is City Bridge Trust's five-year strategy, launched in April 2018 and in place until 2023. The strategy was developed over 9 months in collaboration with the civil society sector through interviews, focus groups and consultation. The strategy includes seven key pillars:

- a. City Bridge Trust's Vision and Mission
- b. City Bridge Trust's Values
- c. What City Bridge Trust will fund
- d. Funder plus support
- e. City Bridge Trust's Toolbox
- f. Defining success
- g. A strategy that learns and adapts.

A more detailed overview of each of these pillars can be found in Appendix A.



## Summary

This report provides a review of progress in implementing the Bridging Divides strategy in its first year (2018-19). It includes an overview of what has been achieved so far, challenges experienced in the transition from the previous strategy, and key areas of learning. The first section considers progress made against each pillar of the strategy (described above and in Appendix A). The second section outlines our reflections on the key factors and challenges affecting the implementation period, and the third section provides a more detailed analysis of the applications received under Bridging Divides so far.

Despite challenges, there have been some notable achievements in the first year:

- The Trust's three main funding programmes are in place, and have been well received by the sector (see below)
- Issues arising in the first year are being addressed, and there is a sense of returning to stability after a period of change
- The team is now approaching full capacity, and interviewees we have spoken to recently expressed a sense of optimism about what can be achieved in the coming year

Table 1 summarises the status of each pillar of the Bridging Divides strategy, described in more detail in the main report.

**Table 1: Progress towards implementation of each pillar of Bridging Divides**

Pillar of Bridging Divides	Completed	In progress	Still to do
Vision and mission	Vision is in place		Review and amend language of 'cohesive communities' used in mission
Values	Five values are in place	Review of how to implement values in practice, due May 2019	
What CBT funds	Main funding programmes launched	Review of demand and implications of high application numbers for funding budget  Theory of Change to be completed in July 2019	Response to issue of high demand will be needed  Establish process to continually monitor what is being funded, feedback from organisations receiving funding, and to make changes accordingly
Funder Plus support	Two Funder Plus delivery partners have been commissioned	New Funder Plus support offer under development and due to be launched this year	



	Funder Plus learning partner has been appointed		
Toolbox: How CBT funds	Small grants offer and five-year funding now available  Two rounds of 'Ideas Please' run	Work to align funding and support offered with the Philanthropy Strategy are underway  Review of small grants to date to be presented to July Committee	Core funding offer under review and due to be revised this year
Total assets approach	Some instances of funded organisations accessing wider Trust/Corporation assets have taken place	Volunteer Manager soon to be appointed  Draft directory of assets processed and 'in progress' meetings with Chief Officers of relevant departments underway	
Defining success		Theory of Change due to be finalised in July 2019	Impact and Learning Strategy, including outcomes KPIs, due to be completed in September 2019
A strategy that learns and adapts	Renaissi in place as Learning Partner  Head of Learning and Impact post filled		More detailed applications and grants analysis to be presented to July Committee  Impact and Learning Strategy due to be completed in September 2019



## Section one: Progress towards each pillar of the Strategy

### Vision and mission

#### What has been achieved

City Bridge Trust's organisational vision and mission were reviewed and agreed in advance of the launch of Bridging Divides. These are set out in the Bridging Divides strategy document and on the Trust's website. There is consensus amongst the Trust's team members that the refreshed ambitions articulated in the vision and mission remain right for the organisation.

#### Work still to complete

Whilst the overall ambition articulated in the vision and mission feels appropriate, we recommend that the language used to describe the Trust's mission ('to grow more cohesive communities') is amended.

Internal consultation with the Trust's team, and desk-based research into external literature, has highlighted that the concept of 'community cohesion' is contested, and does not adequately communicate what the Trust intended to convey as its mission. This is because the term is strongly associated with ethnic or racial groups rather than all types of social groups, and has connotations of a one-sided process where only certain groups are expected to 'cohere'.

Our paper on inequality and community cohesion, dated January 2019, provides more detailed information on this point and notes various alternative terms, including 'stronger communities', 'thriving communities', 'resilient communities', 'social integration', and 'social inclusion'. We recommend that alternative language for the Trust's mission statement is agreed as a matter of priority in the coming year.

### Values

#### What has been achieved

Bridging Divides sets out an ambition for the Trust to be a values and mission-led funder. The strategy outlines five values, which are shown in Appendix A.

Renaissi are currently undertaking a review of these values, with the aim of supporting the Trust to better 'live' them in practice. This work was commissioned to ensure that the Trust achieves its aim of being values-led, and in response to feedback from the team who support the ambition but feel unclear on how to implement the values in their day-to-day roles.

To inform this work, we have interviewed nine members of the City Bridge Trust team and Committee. Other team and Committee Members were able to contribute via an online



survey. Our report on the findings of this review will be completed in May, and next steps will be brought to the July committee.

### **Work still to complete**

Early findings from our review suggest that whilst there is broad support for the values, opinions vary on how well they are articulated and how they should be implemented in practice. There are also differences in opinion on what role the values should play (*e.g.* whether they should be used to inform funding decisions, or not). Our review is likely to recommend changes to the values to simplify and focus them, as well as recommending practical ways in which the values can be implemented in day-to-day working.

## **What City Bridge Trust funds**

### **What has been achieved**

Bridging Divides sets out five funding priorities. Three of these have been developed into funding programmes: Connecting the Capital, Positive Transitions, and Advice and Support. These funding programmes were ready to launch in April 2018 and interviewees were satisfied that they are appropriate and have been well received by the sector.

As of the end of March 2019, 370 applications for funding have been received under Bridging Divides (including eco audits and small grants, as well as the three main programmes). This compares to 67 received in the first year, and 181 in the final year, of Investing in Londoners. Despite these high application rates and the challenges outlined in section two of this report, the Trust has been able to keep these funding programmes open.

The remaining two funding priorities are being considered as overarching: 'Reducing Inequalities', and 'Every Voice Counts'. There is consensus that these principles are important, however it is currently unclear where these 'sit' and how they relate to other elements of the strategy, in particular the vision, mission and values.

### **Work still to complete**

Due to the high number of applications in the first year of Bridging Divides, the total value of funding either approved or pending approval (£36.6m, including small grants) has exceeded the anticipated budget. A review into the reasons for the increase in demand, and how to respond, is currently underway and the results of this are due to be presented at the July Committee meeting.

This has also led to a backlog of applications, with wait times approaching six months in some cases rather than the Trust's stated aim of four months. Applicants have been informed on the Trust's website to expect longer wait times. The Trust is currently in the process of recruiting a full-time Funding Manager on a 12-month fixed-term contract, which will help to reduce the backlog. We recommend that exact wait times are analysed in more detail and reported in the report on application rates to be presented to the July Committee.



Renaishi has worked with the City Bridge Trust team to develop a Theory of Change which will help to address the question of how the overarching funding priorities relate to the other elements of the Trust's strategy and approach. The Theory of Change is in draft and will be further developed this year following the completion of the review of values, which will help to inform the content. This will be presented to Committee at an appropriate date later in the year.

## **Funder Plus support**

### **What has been achieved**

The Trust has provided funder plus support for many years, and continues to fund the Cranfield Trust to offer their Thrive programme, as well as funding the eco audit programme. The ambition of Bridging Divides is to make the Trust's offer more coordinated, and better tailored to the specific needs of individual organisations.

In pursuit of this ambition, a new Funder Plus support offer is in development. Cranfield Trust and Locality have been appointed in a triage and connector role, with Rocket Science commissioned as the learning partner. The offer has been developed collaboratively with other funders, support providers and in consultation with the sector. This process has been positive, however the collaborative approach has meant implementation has been slower than might otherwise have been possible.

### **Work still to complete**

The new Funder Plus offer is due to launch in May, and will need to be tested and adapted in response to feedback from organisations receiving support. Funder Plus is intended to be a foundation on which additional support using the Trust and Corporation's assets, and employee volunteering, can be built (see below).

## **Toolbox: How City Bridge Trust funds**

### **What has been achieved**

Bridging Divides represents a significant change in how City Bridge Trust funds. Changes have been made incrementally, and overall interviewees were satisfied with progress. However substantial work remains for the ambitions outlined in the strategy to be fully realised.

The Trust now offers small grants as well as longer-term funding (up to five years). Interviewees were satisfied that these new funding offers have been well received by the sector and are meeting a clear need. A review of small grants to date will be presented to July committee with recommendations for future development, with a view to extending the reach of this funding and working collaboratively with other small grant funders

The Trust also offers core funding and a small number of core funding grants have been made to date. Whilst there is a clear need and appetite for core funding in the sector, the team are not satisfied with how this funding offer was initially designed (tapered over the



number of years offered, which usually makes the total offer lower in value than project funding, and therefore less attractive to applicants).

### **Work still to complete**

Core funding has attracted increased interest by funders in recent months, but debates are ongoing on how best to offer this type of support (see for example Esmée Fairbairn's [recent report](#) on the topic). A review led by one of the Trust's Funding Managers is currently underway to improve the Trust's core funding offer, drawing on research into other funders' approaches to core funding. Most applicants are being advised to apply for project funding whilst the review is taking place. Once the core funding offer is re-defined and re-launched, we recommend that the Trust analyses application statistics and seeks feedback from applicants to ensure that this offer is meeting the needs of the sector.

City Bridge Trust has a further ambition to better align its grant making, philanthropy and social investment work. Individuals responsible for each of these functions are working towards this aim.

## **Total assets approach**

### **What has been achieved**

Bridging Divides outlines an ambition for City Bridge Trust to have a 'total assets' approach to achieving its vision. This approach represents a significant change to the previous strategy.

Implementing this approach has involved two key strands of work. The Trust's Director is leading a strategic piece of work centred on supporting the Corporation to be the best possible Trustee to support delivery of the strategy. As part of this work, the Bridge House Estates Strategy and Review group is taking forward discussions on how to advance the governance and impact of the charity. This work is ongoing and through deepening the understanding and connections with the City of London Corporation as trustee, is a good foundation for the total assets approach.

The second strand of work involves mapping the Trust's and Corporation's assets (including expertise, networks, venues, training and other non-financial resources) that could be used to further support the sector. Several instances of funded organisations accessing opportunities to utilise Corporation assets (including meeting rooms and events venues) have already taken place. A draft directory of assets has been developed and will be completed this year.

### **Work still to be completed**

The Trust is in the final stages of appointing a Volunteer Manager who will coordinate employee volunteering opportunities, harnessing the skills of the Corporation's workforce for the benefit of funded organisations. This role will facilitate a further key element of the Trust's total assets approach.



For the total assets approach to be fully embedded, Funding Managers and others in the team will need to be proactive in making opportunities known to funded organisations, as well as aware of what opportunities exist and how these can be accessed. This shift in approach is an ongoing process, which has been easier for those with deeper connections and knowledge of the Corporation.

## **Defining success**

### **What has been achieved so far**

The Bridging Divides strategy defines success in terms of progress towards implementing the principles and ambitions it represents, in particular the new approach to funding, working collaboratively, using the Trust's total assets base and sharing learning. However, the strategy does not define specific measures or indicators of success.

### **Work still to complete**

As noted above, Renaissi have developed a draft Theory of Change with members of the City Bridge Trust team, which is due to be completed later this year. A key ambition of this work is to develop clearer outcomes for the Trust's work so that it is easier to more objectively review the success of the strategy. The Theory of Change and outcomes will be presented to the Committee at an appropriate date in the coming year.

In September 2019, the recently appointed co-Heads of Impact and Learning are due to complete the Trust's first Impact and Learning Strategy, which will also address these questions, as well as outlining how to share learning about the Trust's approach with the wider sector.

## **A strategy that learns and adapts**

### **What has been achieved so far**

Renaissi have been supporting the Trust as Learning Partner for just over one year. We have now engaged with almost every member of the team at least once (with only those who have been recently appointed not having engaged to date). We have been able to contribute additional capacity, insights from similar work with other organisations, and specific areas of expertise, at key points in the year – particularly to help develop the Theory of Change work, the review of values currently underway, and the research for our paper on inequality and community cohesion.

Our role became easier once dedicated resource was in place to provide support and regular engagement (the co-Heads of Impact and Learning were appointed in October 2018 and February 2019). It took some time for us to get to know the Trust as an organisation and as a team, and to gain a sense of momentum behind our work. In the second year, we hope to continue to dedicate time to facilitate reflection and shared learning amongst team members in furtherance of the aim for Bridging Divides to be a strategy that learns and adapts.





The first year of Bridging Divides was dominated by the implementation process, and the challenges that that process has raised. This has helped to generate rich learning about how the implementation process could be made easier in future. However, so far there have been limited opportunities to learn about the changes brought about by the strategy, or the work funded by the Trust – the first grants were made in September and it is only recently that substantial numbers of grant awards are starting to come through. Next year we hope to offer more detailed analysis and learning from the outcomes of the strategy, as well as the implementation process.

**Work still to complete**

We will undertake a more detailed analysis of the applications and grants made under Bridging Divides, which will be presented at the July Committee.

In the coming year we will complete the Trust’s Theories of Change for ‘what’ and ‘how’ it funds, alongside clearer outcomes for the Trust’s work. This will help to clarify how the changes represented by the strategy lead to better outcomes for Londoners and communities, and what data is needed to monitor those outcomes.

We aim to continue embedding in the team, and regularly engage via interviews, facilitated space for reflection, and workshops on specific areas of work, to support our work as Learning Partner. We will also deliver specific pieces of work on a particular theme, for example the applications and grants analysis, as and when the Trust requires this support.

The co-Heads of Impact and Learning will develop an Impact and Learning Strategy, which is due in September and will be presented to Committee at an appropriate time. This piece of work will help to outline Trust’s learning ambitions and how those will be achieved over the remaining period of Bridging Divides. A Data Analyst is also due to be recruited to support this work.



## Section two: Challenges affecting the implementation of Bridging Divides

The transition from Investing in Londoners to Bridging Divides was impacted by a number of challenging contextual factors. Not all of these could have been avoided, but together they made the implementation process slower, and at times frustrating to members of the team.

### **The development of Bridging Divides was led by an external specialist seconded into the Trust**

The strategy development process was led by an external secondee from the then Big Lottery Fund. Having the strategy developed by someone external to the Trust's team introduced some trade-offs. On the one hand, the additional capacity and experience brought in was highly valued, and meant that the Trust was able to complete an extensive consultation process which would not otherwise have been possible and had never before been achieved to the same extent. However, the development process was perceived as largely separate to the Trust's ongoing work, and the team felt less engaged in the development process as a result.

One legacy of that has been a feeling of lack of ownership over the strategy in the first year of implementation. This made the transition from development to implementation more challenging. Having an external author – not fully embedded in the day to day working of the Trust – also meant that the strategy document lacks specificity about some key details (for example, what is meant by core funding), which could have been addressed earlier if key members of staff were more engaged in its development.

### **There was less than three months to implement changes before the launch date**

The implementation plan for the new strategy was approved by Committee in January 2018, and the strategy was publicly launched on 19<sup>th</sup> April that year. This did not leave enough time for the team to adequately plan and prepare for the implementation, which felt rushed. Some members of the team – particularly Funding Managers – felt that there was a lack of clarity in the early stages of implementation about the implications of the new strategy for their day-to-day roles. This is not something that could have been addressed with additional capacity, as it was existing team members who needed time to prepare and make changes in the context of their own roles.

### **The first year of Bridging Divides coincided with a staffing/organisational restructure**

In 2018 the Trust underwent a restructure, which had been intended to take place before the launch of Bridging Divides, but was delayed. This process of change distracted attention from delivering the changes required by the strategy, and this meant that the implementation process was slower than might otherwise have been possible. The timing of the restructure undoubtedly made the transition to Bridging Divides more challenging, and contributed to delays in application approval times (see below).



**The nature of Bridging Divides means implementation must be a long-term process**

Bridging Divides is not just a set of new funding programmes; it represents several large-scale changes in approach and ways of working. As such, whilst the strategy was launched on 19<sup>th</sup> April 2018, the implementation process is ongoing and will continue beyond the first year. This process was expected, but difficult to communicate in the context of having a launch date, which led to anxiety amongst some team members that it was not possible to have everything 'ready' in time. There was a sense that lots of changes needed to happen, but lacked coordination or clarity on timescales. It is likely that the staff/organisational restructure exacerbated this issue.

**The Trust has not been at the required capacity to fully implement the strategy**

To achieve the ambition set out in Bridging Divides, the Trust acknowledged that additional capacity would be needed in key roles, including a new Head of Chief Grants Officer's Office, Head of Charity and Philanthropy Communications, and Head of Impact and Learning. It has taken time for those posts to be filled, and it is only now that the team is approaching full capacity (with a new Data Analyst and Volunteer Manager still to be recruited). This factor, alongside the challenges outlined above, means that the Trust is only now able to fully implement the changes outlined in the strategy.

**The end of Investing in Londoners, and the launch of Bridging Divides, both attracted a surge in applications**

The end of Investing in Londoners saw a peak in applications, with 148 applications awaiting a decision in May 2018. The first year of Bridging Divides has seen higher than anticipated numbers of applications, and those approved or pending approval now exceed the value of funds available (see below for further detail on this). This has had two effects: due to the high number of grants which need to go through a rigorous financial analysis process, the team, and Funding Managers in particular, experienced higher workloads at a time when the new strategy demanded changes in approach including a more relational and potentially more time intensive approach to grant management; and an increase in wait times for applicants.

In addition, there was no closure period between Investing in Londoners and Bridging Divides. This meant that there was no 'standstill period' in which applications could be processed and staff given time to adjust to the new funding approach. These factors reduced the capacity of the team to make the changes necessary to implement Bridging Divides in practice, and contributed to slower progress than hoped.



## Section three: Applications and grants analysis

This section provides a summary of applications and grants data for the first year of Bridging Divides, from April 2018 (when Bridging Divides was launched) to March 2019. A more detailed analysis will be brought to the July Committee.

### Application rates

In total, 428 applications were received to all of the Trust's funding programmes, with a total value of £48.7m. Of these, 317 were to the three main Bridging Divides programmes, with a total requested value of £43.1m. 27 small grants applications were received, totalling £257k requested.

**Table 1: Number and value of applications received, by funding type**

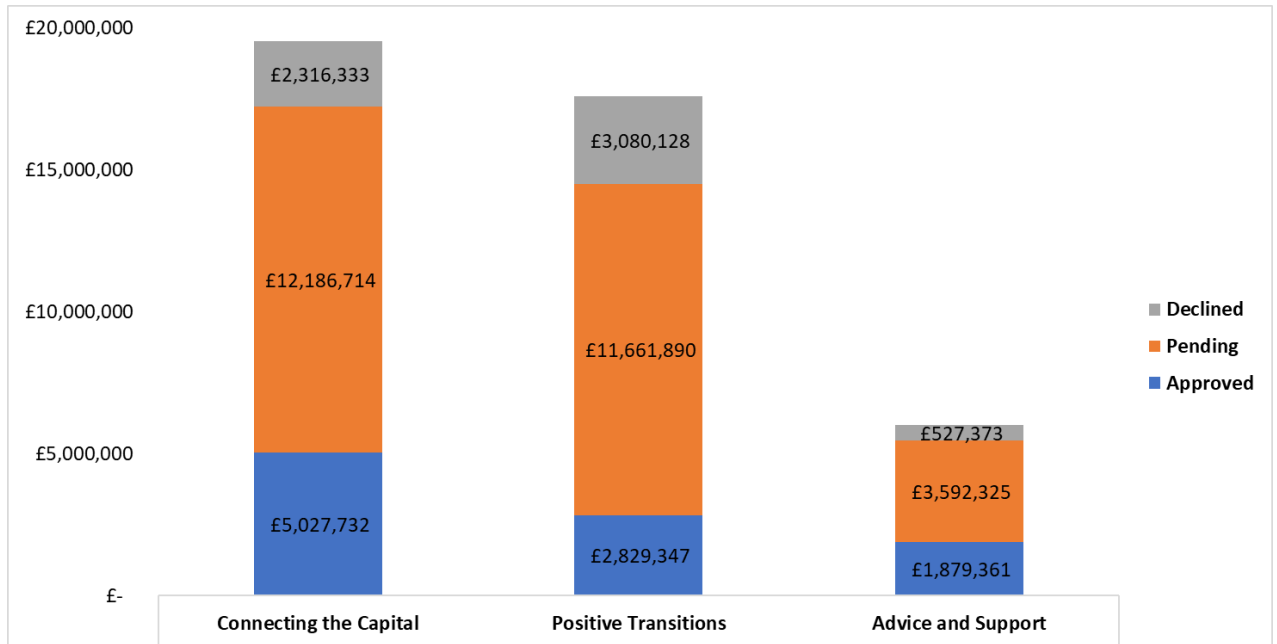
Type	Number of applications	Total £ requested
Bridging Divides - Main programmes	317	£ 43,101,203
Strategic Initiatives	23	£ 3,992,536
Eco Audits	26	£ -
Small Grants	27	£ 256,623
Stepping Stones	35	£ 1,383,836
<b>TOTAL</b>	<b>428</b>	<b>£ 48,734,198</b>

As noted earlier in this paper, the total number of applications is much higher than the equivalent first year of Investing in Londoners, which saw 67 applications to the main funding programmes in the eight months that applications were open.

Connecting the Capital has been the most popular funding programme so far. This is unsurprising, as it covers the highest number and variations in project types, including access audit grants, capacity building support, and capital funds for access improvements to community buildings. The other two funding programmes, Positive Transitions and Advice and Support, are more targeted in nature and have attracted fewer applications to date.



Figure 1: Value of funding requested by funding programme and disposition



## Approved grants

To date, 114 applications have been approved across all of the Trust's funding programmes, with a total value of £12.5m. Of these, 66 applications were approved under the three main Bridging Divides programmes, with a combined value of £9.1m. Eight grants totalling £72k have been approved under the new small grants programme.

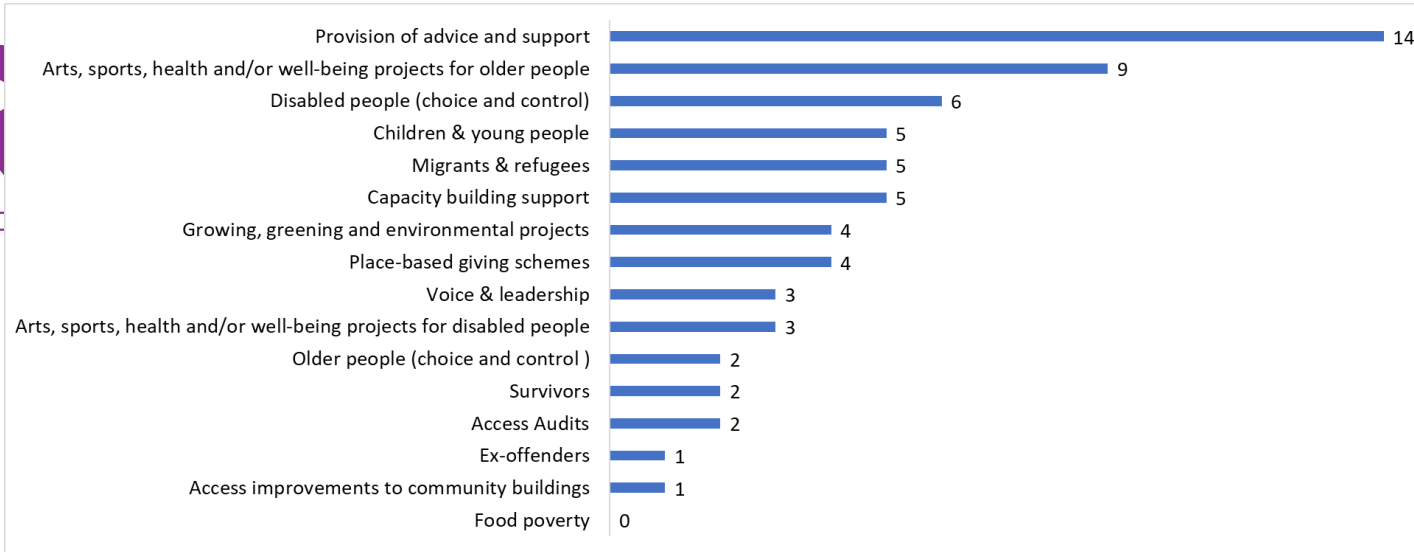
Table 2: Number and value of grants approved to date, by funding type

Type	Number of grants	Total grant amount
Bridging Divides - Main programmes	66	£ 9,055,360
Strategic Initiatives	18	£ 2,966,895
Eco Audits	10	£ 25,400
Small Grants	8	£ 72,037
Stepping Stones	12	£ 429,240
<b>TOTAL</b>	<b>114</b>	<b>£ 12,548,932</b>

## Project types

The most common type of project funded has been the provision of advice and support (14 grants, under the Advice and Support programme), followed by arts, sports, health or wellbeing projects for older people (9 grants, under Connecting the Capital), and projects giving disabled people choice and control (6 grants, under Positive Transitions). It is too early to tell whether there are any trends in the most or least common projects, or whether certain types of project applications have higher success rates. However, it is notable that Food Poverty has attracted the lowest number of applications (3) and no grants have been made under this project type to date.

Figure 2: Number of grants made under each project type to date



## Organisations supported

The distribution of income of the organisations supported under the three main Bridging Divides programmes to date is similar to that seen under Investing in Londoners. The majority of grants made are for medium-sized organisations, with 32 organisations with a turnover between £100k and £500k having been supported so far.

Figure 3: Number of organisations supported under three main Bridging Divides programmes, by income band



The location of organisations supported also shows similar trends to that of Investing in Londoners. Organisations based in Camden have received the highest number of grants to date (15), followed by Lambeth (10), Southwark and Islington (9 each). All these are boroughs where, of course, a number of pan-London or national charities have their HQ.



**Table 4: Number and value of grants made under the three main Bridging Divides programmes, by organisations' borough base**

Borough Base	Number of grants	Value of grants
Camden	15	£ 1,773,700
Southwark	9	£ 1,099,000
Hackney	6	£ 938,240
Lambeth	10	£ 903,162
Kensington & Chelsea	4	£ 822,650
Islington	9	£ 712,200
Westminster	4	£ 707,000
City	3	£ 458,000
Tower Hamlets	7	£ 398,740
Greenwich	3	£ 260,000
Redbridge	2	£ 255,900
Newham	4	£ 237,900
Hammersmith & Fulham	2	£ 181,200
Hillingdon	1	£ 175,000
Lewisham	3	£ 140,200
Bromley	2	£ 134,200
Ealing	3	£ 119,775
Outside London	3	£ 118,800
Haringey	3	£ 114,500
Wandsworth	1	£ 86,000
Waltham Forest	1	£ 83,150
Barnet	1	£ 77,320
Richmond	1	£ 70,300
Enfield	1	£ 70,000
Merton	1	£ 69,000
Hounslow	1	£ 63,500
Brent	1	£ 3,000
Barking & Dagenham	0	£ -
Croydon	0	£ -
Harrow	0	£ -
Havering	0	£ -
Kingston	0	£ -
Sutton	0	£ -
Blank	13	£ 2,476,495

The primary location of beneficiaries (as identified by organisations granted funding) also follows a similar trend. Most funded activity is for London-wide beneficiaries (33 projects), followed by Camden (6) and Islington (5).

The analysis of applications and grants data to be presented to the July Committee meeting will explore in more detail the types of organisations that have been supported by the Trust, as well as more detailed analysis of early trends in geographical location.



## Recommendations

### Next strategy development period

In response to the challenges outlined in section one, we suggest that the Trust consider the following recommendations to inform future strategy development and implementation processes.

1. Having an external secondee lead the strategy development process brought real advantages, however we recommend introducing a more structured internal consultation process with members of the City Bridge Trust team to increase engagement in the development phase. This should take place once the overall direction has been laid out, but leaving time for staff to influence and help shape the specifics. Internal staff should be delegated roles to 'operationalise' key elements of the strategy relating to their area of work, to test and refine them before the strategy is finalised.
2. We recommend allowing a period of at least six months between the final sign-off of the strategy and the launch date, to allow adequate time to plan and prepare for implementation.
3. We recommend developing a strategy implementation workplan which is shared with the whole team, to outline what changes need to happen, who is leading each change, how the process will be managed and when the changes will take effect.
4. It is unlikely that the next strategy implementation period will coincide with a restructure or similar period of change, which should be avoided if possible.
5. We recommend that the Trust develop a method to model demand for its funding from the sector, firstly to forecast demand in years two to five of Bridging Divides, and secondly to forecast demand for the next strategy period. This could be done in a number of ways, including comparative analysis of previous funding periods, and/or using a similar approach to propensity modelling (for example, by using feedback from organisations to predict how likely they will be to apply for funding). This work could be undertaken by the new Data Analyst role.

### Year two of Bridging Divides

These recommendations focus on short- and medium-term actions that arise from the findings in this report, and include work that is already underway or due to start imminently.

1. In consultation with the team, we recommend that the Trust amends the language of 'cohesive communities' used in the strategy and updates all relevant documentation accordingly.





2. Renaishi will recommend changes as part of our review of values (due May 2019), which will be taken to Committee for approval at an appropriate point in the year.
3. A review of application rates is already underway, and due to be reported to the July Committee meeting. We recommend that this report also details the wait times experienced by organisations in the first year of Bridging Divides, in comparison to previous years as well as targets.
4. We recommend that together with the co-Heads of Impact and Learning, Renaishi finalise and publish two Theories of Change, one to outline 'what' the Trust funds and clarify the role of the two overarching funding priorities, the other to outline 'how' the Trust funds and what outcomes are expected as a result. These Theories of Change should be brought to Committee for approval at an appropriate date later in the year.
5. The co-Heads of Impact and Learning are developing the Trust's first Impact and Learning Strategy (due September 2019), outlining the Trust's approach to learning and how that learning will be shared with others. We recommend that this draws on the Theories of Change and other relevant work delivered by Renaishi, including our paper on inequality and community cohesion.
6. We recommend that the Trust refines its core funding offer, and shares learning from the review process with other funders. We further recommend that feedback is sought from applicants on the revised offer to ensure that this meets the needs of the sector.
7. We recommend that the Trust continually monitor its small grants funding offer, seeking feedback from the sector on how well this meets their needs and whether any improvements can be made. A process should be put in place to make changes if required.
8. We recommend that the Trust continually monitor its five-year funding offer, and seek feedback from the sector on how well this meets their needs, how easy the application process is to understand and complete, and whether any improvements can be made. A process should be put in place to make changes if required. This work should be undertaken in the context of the findings of the review into application rates, which may have implications for how many organisations can be offered five-year funding and how decisions about who is funded are taken.
9. The Trust's new Funder Plus offer is due to be launched later this year. We recommend that the Trust shares insights from the development of this offer with other funders, to promote shared learning.



10. We recommend that opportunities available under the Trust's total assets approach are published and publicised once the directory is complete, to ensure funded organisations have equal access.
11. We recommend that the Trust updates and re-publishes the strategy document and associated documentation to include the following:
  - Updated list of funding priorities to reflect the three core programmes in place, separate to the two overarching funding priorities
  - Update the 'Connecting the Capital' programme to reflect the aspirations of the Philanthropy Strategy
  - If necessary, update the values following Renaissi's review
  - Adjust the language of 'cohesive communities' used to describe the mission
  - Clarify what is meant by 'core funding' and how the Trust funds in this way
12. We recommend that the Trust offers ongoing training and opportunities for shared reflection to engage and update the wider team on the changes reflected in the above focus areas.



# Appendix A: Overview of Bridging Divides Strategy



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<b>Committee:</b>	<b>Date:</b>
City Bridge Trust (CBT)	9 <sup>th</sup> May 2019
<b>Subject:</b> Financial Position of CBT in respect of the year ended 31 <sup>st</sup> March 2019	Public
<b>Report of:</b> Chief Grants Officer and Director of CBT The Chamberlain	For Information
<b>Author</b> Nathan Omane, Interim Senior Accountant (Charities)	

## Summary

This paper sets out CBT's position against budget for the year ended 31<sup>st</sup> March 2019. CBT was allocated a total budget of £23,458k with £21,495k of this budget allocated to the grants programme and £1,963k (net of income) to operational costs (local risk, central risk and recharges). At the end of the year, CBT is overall underspent against budget by £457k with a £19k underspend on grants (including fees and services) and £438k underspend on operations.

At the end of the year operational spend was under budget by £438k. Of this underspend, £208k relates to staff costs as new roles were not filled or filled much later in the year than originally anticipated. The remaining underspend primarily relates to the delay in the implementation of the new CRM system and non-system related consultancy.

Grant Income was £215k with £175k receivable from the Greater London Authority towards the Anniversary Programme and £40k received in October 2018 from UBS as their contribution towards Stepping Stones within the Bridging Divides Programme.

## Recommendation

- a) That the report be noted.

## Main Report

**Table 1: CBT Budget v Actual Spend, Year Ended 31<sup>st</sup> March 2019.**

	<b>ACTUAL YTD</b>	<b>BUDGET YTD</b>	<b>VARIANCE</b>	<b>VARIANCE %</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>%</b>
<b>Local Risk</b>				
Employees	(1,705)	(1,913)	208	11
Transport	(5)	(6)	1	20
Supplies and Services	(318)	(509)	191	38
<b>Total Expenditure</b>	<b>(2,027)</b>	<b>(2,428)</b>	<b>401</b>	<b>17</b>
<b>Income</b>	<b>182</b>	<b>196</b>	<b>(14)</b>	<b>7</b>
<b>Total Local Risk</b>	<b>(1,845)</b>	<b>(2,232)</b>	<b>387</b>	<b>17</b>
<b>Central Risk</b>				
Grants	(21,476)	(21,495)	19	0
Depreciation	(25)	(25)	-	-
Social Investment Income	308	400	(92)	23
Grant Income	215	-	215	-
<b>Total Central Risk</b>	<b>(20,979)</b>	<b>(21,120)</b>	<b>141</b>	<b>1</b>
<b>Recharges</b>	<b>(178)</b>	<b>(106)</b>	<b>(72)</b>	<b>(68)</b>
<b>Total Net Expenditure</b>	<b>(23,001)</b>	<b>(23,458)</b>	<b>457</b>	<b>2</b>

## Analysis of Table 1

### Local Risk

#### **Employee Costs**

1. At the end of the year staff costs were underspent by £208k against budget. Implementation of Bridging Divides created a new staffing structure with new roles to be recruited to. A combination of roles being recruited later than planned and some new roles being filled by existing staff members creating vacancies in their old roles has resulted in an underspend. Vacancies still to be filled on a permanent basis include Data Analyst, Corporate Volunteering Manager, and Funding Officer. Following an unsuccessful recruitment campaign, there is also a vacancy for a permanent Senior Accountant – Charities. This is currently filled on an interim basis.

#### **Supplies and Services**

2. At the end of the year Supplies and Services, which include consultancy, software maintenance and support, subscriptions, and events and conferences, were underspent by £191k. Of this underspend £105k relates to the project to implement a new grants CRM system which is behind the original schedule, and £58k was underspend on consultancy costs.

Procurement and installation of the CRM system was delayed due to a complex procurement process reflecting the relatively specialist nature of the system to be purchased. With the final proposal from the preferred provider, Blackbaud Grantmaking, received and approved in early March 2019 the system will now go live in 2019/20. A budget carry forward request has been submitted for the new CRM system.

Consultancy spends in relation to the Philanthropy House (PH) project were not incurred as more time was needed to develop a detailed business case as required by the Policy and Resources Committee. The delay of the PH project is also due to extensive oversight from a range of committees requiring a longer time frame for the commission of the design work for the project. A budget carry forward request has also been made for this project.

The remainder of the underspend relate to cumulative small underspends spread across various areas, where costs were not incurred.

#### **Income**

3. Income relates to the Central Grants Programme (CGP) and the Wembley National Stadium National Trust (WNST) contract. The £14k variance between budget and actual at the end of the year relates to the CGP support recharge. During the financial year, despite a growth in the corporate reach of the CGP, less work than was estimated at the start of the year was

undertaken for other City of London charities. There was also a delay in the recruitment of the Central Grants Funding Officer.

## **Central Risk**

### **Grants**

4. Grant expenditure as recorded in CBT's financial records for the year ended March 2019 was £21,476k against a budget of £21,495k. There was an overspend on Main Grants of £356k and an underspend on both Anniversary Programmes of £378k. Underspends within Anniversary Programmes will be carried forward within the grant-making designated fund into 2019/20 as they represent funds already agreed by CBT Committee to achieve specific purposes. The overspend on the main grants programme leads to a reduction in the allocation available across the next 4 years of Bridging Divides, with the total available for this remaining at £80m.

### **Depreciation**

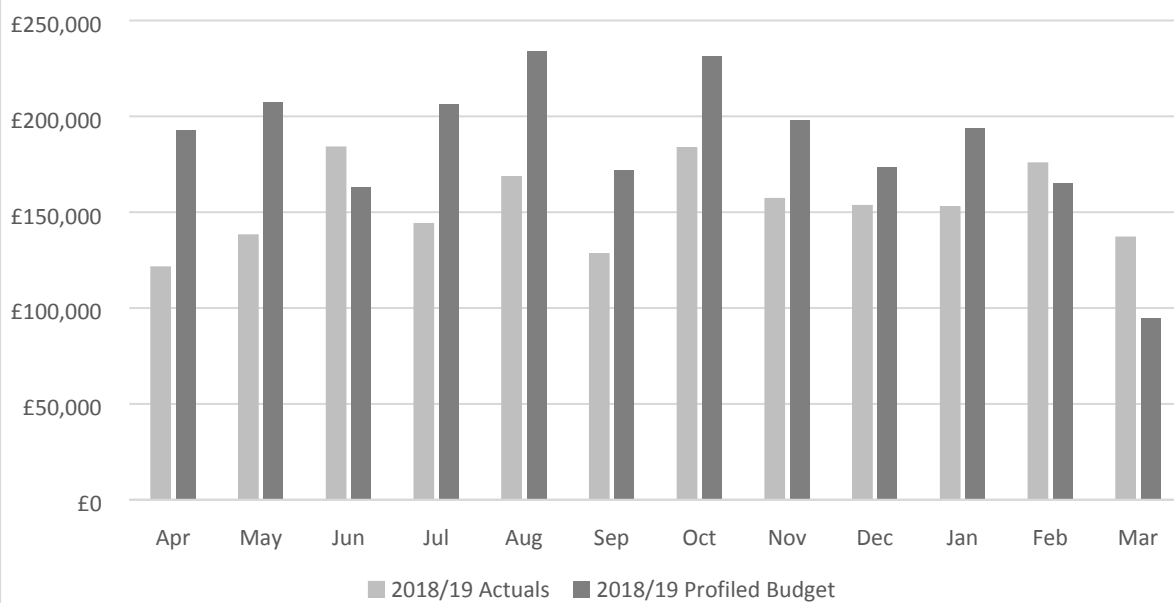
5. The charge for depreciation represents a general allocation of depreciation on the Guildhall facility.

### **Social Investment Fund**

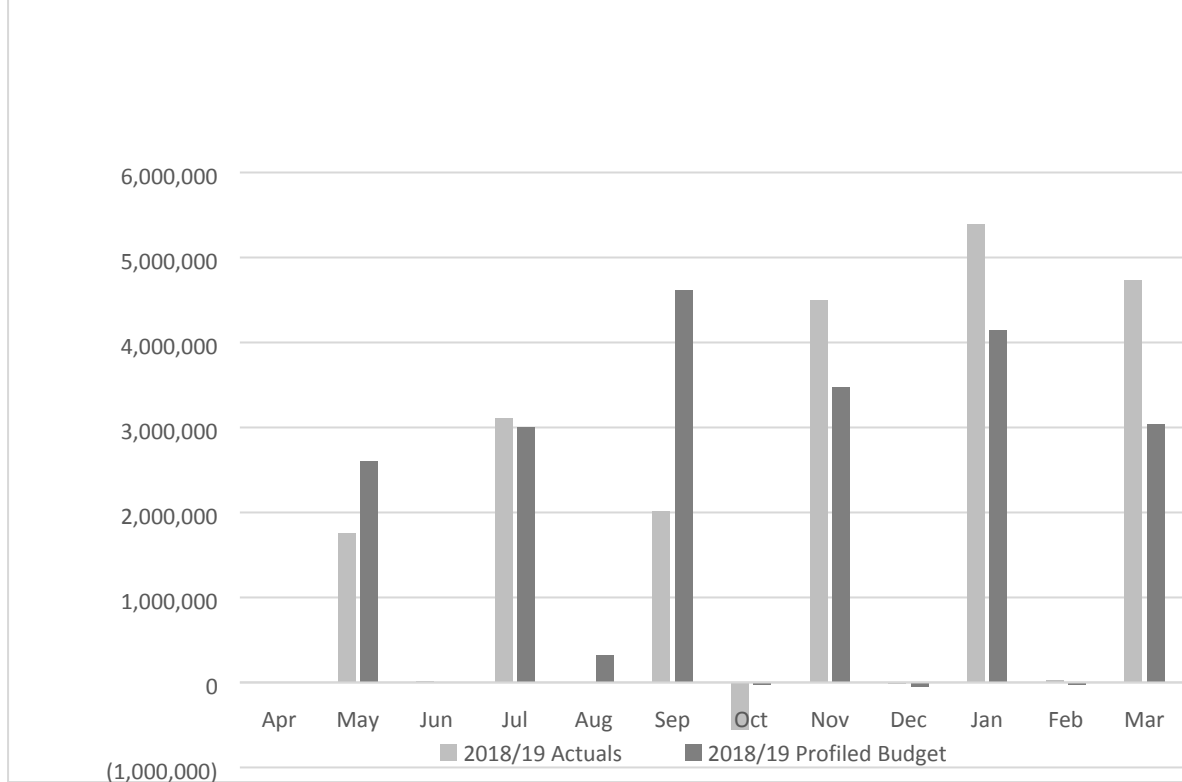
6. Income on Social Investments was £393k. There is some variation on the return of individual holdings as some investments performed better or worse than anticipated, but the overall performance across the portfolio was in line with expectations.
7. For the year ended March 2019, there was an overall net loss of £85k (with a total loss on some portfolio funds of £130k offset by gains of £45k on others). Of the loss on funds, a significant proportion was a provision against one active investment. Officers are monitoring this investee closely and the loss may not materialise, but to be prudent a provision of £101k was recognised and approved by the Social Investment Board.
8. The IRR on the total portfolio remains above the Social Investment Board's current target of 2.5% and a full update on this, along with any points of clarification on individual investment holdings, can be provided to Members in the non-public section of today's meeting or via email by Tim Wilson.



**Table 2 : CBT Local Risk Budget v Actual Spend,Year Ended 31st March 2019**



**Table 3 : CBT Central Risk Budget v Actual Spend,Year Ended 31st March 2019**



Net income in October 2018 relates to income within Social Investment Fund being received out of line with budget profile.

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# Agenda Item 14

<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	9 <sup>th</sup> May 2019
<b>Subject:</b> Grants Budget and Applications today	<b>Public</b>
<b>Report of:</b> Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Information</b>
<b>Report author:</b> Jemma Grieve Combes, 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

- 38 grant recommendations will be dealt with at today's meeting, including 17 grant recommendations for your decision today (see section 15 of today's papers). 5 grants are to be noted as approved by delegated authority since your last meeting (section 16b of today's papers).

<b>Table 1: Today's recommendations</b>								
<b>Action</b>	Investing in Londoners		Bridging Divides		Anniversary Programmes		Total	
	Nº	£	Nº	£	Nº	£	Nº	£
Grant recommendations for today's decision	3	351,350	12	2,557,700	2	441,600	17	3,350,650
Approved by delegated authority up to £10,000	0	0	4	24,600	0	0	4	24,600
Approved by delegated authority from £10,001 - £25,000	0	0	1	23,600	0	0	1	23,600
Approved by delegated authority from £25,001 - £50,000	0	0	0	0	0	0	0	0
<b>Sub total</b>	<b>3</b>	<b>351,350</b>	<b>17</b>	<b>2,605,900</b>	<b>2</b>	<b>441,600</b>	<b>22</b>	<b>3,398,850</b>
Additional non-grant spend			0	0	0	0	0	0
Funds committed for specific programmes			0	0	0	0	0	0
<b>Total</b>	<b>3</b>	<b>351,350</b>	<b>17</b>	<b>2,605,900</b>	<b>2</b>	<b>441,600</b>	<b>22</b>	<b>3,398,850</b>

2. A further 16 applications are either recommended for rejection, rejected by delegated authority or have been withdrawn or lapsed (sections 16a and 16c of today's papers).

<b>Table 2: Today's rejections</b>								
<b>Action</b>	Investing in Londoners		Bridging Divides		Anniversary Programmes		Total	
	Nº	£	Nº	£	Nº	£	Nº	£
Recommended for rejection	0		6		0		6	
Delegated rejections (to note)	0		4		0		4	
Withdrawn (to note)	0		4		0		4	
Lapsed (to note)	2		0		0		2	
<b>Total</b>	<b>2</b>		<b>14</b>		<b>0</b>		<b>16</b>	

3. There are no new variations to grant awards to report at today's meeting.
4. Table 3 shows the implications of today's recommendations against your 2019/20 grants budgets. If you approve all of the grants recommended today you will have £16,219,482 remaining of your year 2 (2019/20) Bridging Divides budget allocation.
5. The Anniversary Programme funds available of £1,934,945 are for your Infrastructure Programme of work. 2 applications under your Cornerstone fund are brought to today's meeting and a number are in the pipeline. A further round of funding will be proposed later in the year taking on board learning from round 1.

<b>Table 3: Overall spend against 2019/20 total grants budgets</b>					
	Bridging Divides/ Investing in Londoners		Anniversary Programmes		Total
<b>Budget</b>		£		£	£
2018/19 designated fund <sup>1</sup>		57,280		2,016,620	2,073,900
2018/19 overspend		(667,343)		-	(667,343)
2019/20 Budget		20,000,000		-	20,000,000
<b>Total budget</b>		<b>19,389,937</b>		<b>2,016,620</b>	<b>21,406,557</b>
Grants awarded in 2019/20					
Funds designated but not yet awarded <sup>2</sup>	(155,925)		-		(155,925)
Less 2019/20 variations to date <sup>3</sup>	-		-		-
Net grant commitments 2019/20 to date		(155,925)		-	(155,925)
Remaining budget 2019/20		<b>19,234,012</b>		<b>2,016,620</b>	<b>21,250,632</b>
<b>Today's meeting</b>					
Grant commitments		2,957,250		441,600	
Non-grant commitments <sup>4</sup>					
<b>Today's meeting total</b>		<b>2,957,250</b>		<b>441,600</b>	<b>3,398,850</b>
Less today's variations					
Remaining budget 2019/20 after today's meeting		16,276,762		1,575,020	17,851,782

1. Designated funds include £175,000 received from the GLA towards the Cornerstone programme
2. £155,925 agreed at your March 2019 meeting towards the Responding to the Resilience Risk Pilot
3. Variations are write-backs and revocations to active grants that result in amounts being returned to the Trust.
4. 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.

## INDEX OF GRANT RECOMMENDATIONS

Ref No.	Organisation	Requested Amount	Recommended Amount
<b><u>Anniversary Infrastructure Support Programme</u></b>			
a)	15326 Kingston Voluntary Action	£303,619	£303,600
b)	15393 Partnership for Young London	£138,000	£138,000
<i>Total Anniversary Infrastructure Support Programme</i>		£441,619	£441,600
<b><u>Strategic Initiatives - Bridging Divides</u></b>			
c)	15324 Core Arts	£150,000	£150,000
d)	15394 Council for the Protection of Rural England - London Branch	£129,184	£120,000
e)	15395 Centre For The Acceleration Of Social Technology	£400,000	£400,000
<i>Total Strategic Initiatives</i>		£679,184	£670,000
<b><u>Investing in Londoners</u></b>			
<b>Improving Londoners' Mental Health</b>			
f)	14670 West London Mission Methodist Circuit	£114,351	£114,350
<i>Total Improving Londoners' Mental Health</i>		£114,351	£114,350
<b>Making London Safer</b>			
g)	14708 Crimestoppers - London Board	£96,166	£96,200
h)	14741 St Michael's Fellowship	£140,778	£140,800
<i>Total Making London Safer</i>		£236,944	£237,000
<i>Total Investing in Londoners</i>		£351,295	£351,350

Ref No.	Organisation	Requested Amount	Recommended Amount
<b><u>Bridging Divides:</u></b>			
<b>Advice and Support</b>			
i)	14938 Ball for Immigration Detainees (BID)	£120,000	£150,000
j)	15238 Legal Education Foundation	£320,000	£320,000
k)	14899 YWCA England & Wales	£100,000	£100,000
<i>Total Advice and Support</i>		£540,000	£570,000
<b>Connecting the Capital</b>			
l)	15186 Evelyn Oldfield Unit	£262,248	£254,700
m)	15379 Greater London Volunteering	£515,000	£500,000
<i>Total Connecting the Capital</i>		£777,248	£754,700
<b>Positive Transitions</b>			
n)	15008 Auditory Verbal Centre	£135,000	£135,000
o)	15288 Independent Living Agency (ILA)	£66,742	£66,800
p)	15007 INQUEST Charitable Trust	£283,328	£283,300
q)	15074 Pursuing Independent Paths	£77,904	£77,900
<i>Total Positive Transitions</i>		£562,974	£563,000
<b>Total Bridging Divides</b>		<b>£1,880,222</b>	<b>£1,887,700</b>
<b>Grand Totals</b>		<b>£3,352,320</b>	<b>£3,350,650</b>



# Bridging Divides Eligibility Criteria

- Registered charity
- Registered Community Interest Company
- Registered Charitable Incorporated Organisation
- Revenue grants cannot amount to more than 50% of an organisation's turnover/income in any one year.
- Organisations cannot hold more than one grant at a time, except where the application is for: an eco-audit, an access audit, or is made under one of the Trust's special one-off programmes or is a strategic initiative.
- Grants must benefit inhabitants of Greater London.
- Registered charitable industrial and provident society or charitable Bencom
- Charitable company
- Exempt or excepted charity

## Bridging Divides Programmes

### Connecting the capital

1. Capacity building support for civil society organisations.
2. Voice and leadership.
3. Place-based giving schemes.
4. Growing, greening and environmental projects.
5. Eco-Audits.
6. Arts, sports, health and/or well-being projects for Deaf and disabled people.
7. Arts, sports, health and/or well-being projects for older people.
8. Access improvements to community buildings.

### Positive Transitions

1. Specialist support services working with children and young people.
2. Support for migrants and refugees to access mainstream services and widen participation in the community in which they live.
3. Specialist support services for Deaf and disabled people to increase choice and control in their lives.
4. Specialist support services for older people, including people with dementia, to increase choice and control in their lives.
5. Survivors of domestic and sexual abuse; modern day slavery; trafficking; or hate crime.
6. Ex-offenders leaving custody or serving community sentences.

### Advice and Support

1. Provision of advice and support to disadvantaged individuals (from organisations with a recognised management qualification and/or advice quality standard).
2. Food poverty (support for the infrastructure needed to support the distribution of food but not the direct purchase of food).

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MEETING 09/05/2019

Ref: 15326

## **ASSESSMENT CATEGORY: Bridging Divides - Anniversary Programme**

**Kingston Voluntary Action**

**Adv: Jenny Field**

**Amount requested: £303,619**

**Base: Kingston**

**Benefit: London-wide**

**Amount recommended: £303,600**

### **The Partnership**

This partnership is led by Kingston Voluntary Action (KVA) on behalf of the CVS network across London. The principal partners in this proposed project are London Plus<sup>1</sup>, HEAR Network<sup>2</sup>, Coalition for Efficiency, DataKind UK, Makerble and the GLA.

### **The Lead Organisation**

KVA is well-known to the Trust and currently holds a CBT grant on behalf of Love Kingston, a place-based giving scheme in the Royal Borough of Kingston and part of London's Giving which will become an independent charity during 2019-20.

KVA is host to the Superhighways project which works across several south London boroughs and which provides technical and digital support and development services for the voluntary and community sector. Superhighways supports voluntary and community organisations to build their ICT capacity, enabling more efficient and effective service delivery in the community.

### **The Proposal**

Superhighways has been supporting small voluntary and community groups and social enterprises use digital technology as an enabler for greater efficiency, effectiveness and sustainability since 1998. Nevertheless, the need to build digital skills within the voluntary sector has long been recognised and the need to make more intelligent use of data and other digital resources was a key finding of The Way Ahead report<sup>3</sup>.

Working with its partners, Superhighways will bring together the London CVS network and other local infrastructure bodies, as well as pan-London and specialist civil society support organisations (e.g. Advice UK and Small Charities Coalition) with the aim of embedding data and digital skills within their constituencies.

During the development phase, Superhighways held a series of workshops engaging 35 organisations to map existing digital provision and to build the partnership. For stage two, it is proposed to co-design a digital skills and digital maturity programme that is accessible for groups working at the hyperlocal level. As well as harnessing

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<sup>1</sup> London Plus is the new key co-ordinating body for London's civil society which you currently support. An application for continuation funding is included in your papers for today's meeting.

<sup>2</sup> HEAR Network is the London Equalities and Human Rights Network and is part of the cohort of 11 second-stage Cornerstone Fund applicants/grantees. Its second-stage grant has been approved by the National Lottery Community Fund.

<sup>3</sup> The Way Ahead is a collaboration which aims to improve, and secure the future of, civil society support by putting London's communities at the heart of what we do.

the expertise of its partners, this will build on Superhighway's 'Impact Aloud' project (funded by CBT over a five-year period ending January 2019) which supported hundreds of small charities and community groups to better capture and communicate their impact using free and low-cost digital tools.

The programme will be designed with differing entry points, to enable organisations to join regardless of their level of competency and will also include some short-term modules. Training will be delivered by both Superhighways and its approved delivery partners.

### **Cornerstone Outcomes**

The programme will aim to meet the following outcomes of the Cornerstone Fund Outcomes Framework in the short-term:

- Improved understanding of how to access and use research and data to provide more responsive services.
- High quality services are co-designed with the community, drawing on the strengths and assets of all communities.
- Improved co-ordination between support organisations and improved cross-sector networking.

Leading in the longer-term to:

- Community and voluntary groups effectively supported to deliver their mission and goals, improved use of civil society assets and resources.

### **The Recommendation**

Superhighways has established a good reputation for the quality and the reach of its work. It led The Way Ahead Task and Finish Group on data and intelligence and is working in collaboration with a number of the other Cornerstone Fund partnerships. Through its ability to reach at the hyper-local level, this proposal complements a Strategic Initiative that is before you today from the Centre for the Acceleration of Social Technology (CAST) and Superhighways is one of the delivery partners for CAST's 'Design Hop' workshops.

The proposed programme also complements the work being done on your Funder Plus offer (an update on which can be found in the Chief grants Officer's Progress Report) with Superhighways and its delivery partners potentially forming part of the pool of providers.

**£303,600 over two years (2 x £151,800) towards a project increasing and embedding digital skills amongst small voluntary organisations across London.**

### **Funding History**

Meeting Date	Decision
07/09/2018	£17,000 towards the co-design and testing of a project to build data literacy and digital skills in small local charities and community groups. (Cornerstone Stage 1 grant)
14/03/2018	£25,950 towards the salary and associated running costs of a part-time (0.6 FTE) High Net Worth Fundraiser who, as well as raising funds for Love Kingston, will add valuable learning to the wider London's Giving movement. (Love Kingston)
24/11/2016	£136,000 over two years (£67,000; £69,000) to fund the salary costs of a 0.4 FTE Superhighways manager, one project worker

	(0.8FTE) and associated running costs, for the continued delivery of the Superhighways Project.
03/10/2013	£195,000 over three years (3 x £65,000) towards Superhighways, an ICT project supporting voluntary and community organisations in six boroughs in South London.
28/07/2011	£140,000 over three years (£47,000; £47,000; £46,000) towards the salary and associated running costs of a Capacity Building Manager subject to the receipt of satisfactory account for 2010/11.

## Financial Information

KVA's audited accounts for 2017-18 do not show the cost of fundraising. This has been raised with the organisation which says this will be included in the 2018-19 accounts.

Its income in 2018-9 reduced significantly compared with the previous year mainly as a result of losing its contract for its volunteering service to Groundwork London during a competitive tendering process.

Free reserves are forecast to remain slightly below target as at 31<sup>st</sup> March 2019. It is currently working with the Cranfield Trust to develop a 5 year business plan which will include building its capacity to generate earned income and if the surplus on unrestricted income budgeted for in 2019-20 is achieved, this will result in free reserves being slightly above the target.

Year end as at 31st March	2018 Examined	2019	2020
	Accounts	Forecast	Budget
<b>Income &amp; expenditure:</b>			
Income	784,905	640,753	603,766
- % of Income confirmed as at 22/02/19	n/a	100%	100%
Expenditure	(875,759)	(756,972)	(709,103)
Actuarial gains/(losses) on defined benefit pension schemes	1,147	n/a	n/a
<b>Total surplus/(deficit)</b>	<b>(89,707)</b>	<b>(116,219)</b>	<b>(105,337)</b>
<b>Split between:</b>			
- Restricted surplus/(deficit)	(58,259)	(61,979)	(123,952)
- Unrestricted surplus/(deficit)	(31,448)	28,233	18,615
	<b>(89,707)</b>	<b>(33,746)</b>	<b>(105,337)</b>
<b>Operating Expenditure</b>	<b>375,324</b>	<b>398,416</b>	<b>391,401</b>
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	64,659	92,892	111,507
No of months of operating expenditure	2.1	2.8	3.4
Reserves policy target	93,831	99,804	97,850
No of months of operating expenditure	3.0	3.0	3.0
<b>Free reserves over/(under) target</b>	<b>(29,172)</b>	<b>(6,712)</b>	<b>13,657</b>



**MEETING 09/05/2019**

**Ref: 15393**

## **ASSESSMENT CATEGORY: Cornerstone Fund**

**Partnership for Young London**

**Adv: Jenny Field**

**Amount requested: £138,000**

**Base: City**

**Benefit: London-wide**

**Amount recommended: £138,000**

### **The Partnership**

This proposal is led by Partnership for Young London (PYL) in partnership with London Youth and the Centre for Youth Impact under the auspices of PYL's Vision for Young Londoners. Each partner has a strong track record of convening, building capacity and providing insight in order to influence policy and practice in relation to young people.

Partnership for Young London (PYL), well known to the Trust, aims to provide leadership and vision about young people's services across London and is hosted by the City of London.

London Youth (LY) is also well-known to the Trust. Its mission is to improve the lives of young Londoners, challenging them to become the best they can be. It has a network of over 400 community organisations enabling it to reach tens of thousands of young Londoners annually.

The Centre for Youth Impact (CYI) works across the youth sector to create a step change in thinking and practice in impact measurement as it relates to youth work. Its vision is for all young people to have access to high-quality programmes and services that improve their life chances.

### **The Lead Partner**

Partnership for Young London (PYL) aims to provide leadership and vision about young people's services across London. It is hosted by the City of London and a member of the Court of Common Council sits on its board. It provides information, networking and brokering opportunities, consultancy, research, professional development and policy and practice updates to its members. The charity facilitates a number of strategic initiatives such as the London Policy Network (which covers such subjects as Youth Innovation Zones, Future Models of Commissioning, Cabinet Office review of youth services), and the Strategic Youth Engagement Board.

PYL has been actively involved in the development and implementation of The Way Ahead<sup>1</sup> and was a recipient of funding from your Bridge Fund<sup>2</sup> with two grants of £48,500 and £23,100 respectively. It is one of the organisations you are funding under your partnership with the GLA's Young Londoners Fund with a grant of £180,000 over three years to deliver a programme of specialist support to organisations in receipt of Young Londoners Fund grants. It also currently holds a

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<sup>1</sup> The Way Ahead is a collaboration which aims to improve, and secure the future of, civil society support by putting London's communities at the heart of what we do.

<sup>2</sup> The Bridge Fund was a 'pot' of £1m which you established to enable organisations previously funded by London Councils to remain engaged with The Way Ahead.

grant under your 'Investing in Londoners' programme for a project helping youth organisations improve their monitoring and evaluation systems and impact reporting.

### **The Proposal**

This partnership is one of 11 organisations that went through the first stage of the Cornerstone Fund<sup>3</sup>. It was awarded a development grant of £19,400 in order to work up its second stage application, the subject of the proposal before you today.

PY, alongside its partners, has established a research network of partners<sup>4</sup> who have identified that young people rarely, if ever, have the opportunity to influence and shape social action research that affects them. A twin-pronged approach is proposed, whereby mainstream research institutions will be encouraged to ensure that young people are consulted in a meaningful way when research that affects them is being undertaken; and different approaches as to how young people can use research methods and data in order to shape the policies and practices that affect them will be piloted.

PYL and its partners used their development grant to:

- Establish a cross-sectoral steering group which has met twice, agreed terms of reference, identified priorities and developed a work plan.
- Develop a research network with the wider pool of partners (asset out in footnote 4 below). It is hoped to widen the membership of the network during the project with a particular wish to engage with Public Health England.
- Map where research is being carried out and how it is being shared with youth work practitioners. This exercise highlighted the need to build stronger links between research and practice.
- Establish a partnership with the Operational Research Society which is providing pro bono data modelling services.
- Consult with young people who are keen to contribute to and shape research that reflects their views and experiences but who, at the same time, feel their voices are rarely heard by mainstream researchers.
- Bring together a network of groups leading on peer-led research to identify good practice and to review how research can be used to influence policy.

The main aims of the next stage of this partnership are to improve services for young people in London through better use of data and research; improve relationships between researchers and young people to both create and share insight; and to use that insight to develop effective and responsive services for young people in London.

Over the next two years, it is proposed to engage at least 80 organisations with the research network which will continue to meet quarterly and to hold three sector-wide events that aim to engage a wider group of stakeholders with emerging trends and issues. It is proposed to test and disseminate different research methodologies and to provide placement opportunities for student researchers to work within youth organisations. In addition, there will be a development programme for youth work

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<sup>3</sup> The Cornerstone Fund is the Anniversary Infrastructure Support programme of £3m originally which you have developed in partnership with a cross-sectoral advisory group and in consultation with the voluntary sector in London.

<sup>4</sup> In addition to London Youth and Centre for Youth Impact, these include NPC, The Young Foundation, King's College London, George Williams College, London Metropolitan University, Young People's Foundations, Student Volunteering Network (London Region), GLA Data Store and Big Lottery Data and Evidence Team.



practitioners to help them understand how data and research can inform and shape their services.

It is envisaged that the project will:

- Improve services for young people through better use of data and research.
- Increase co-ordination and reduce duplication of effort on data gathering and research.
- Create closer links between research and practice by increasing youth work practitioners' use of research and by increasing researchers' impact on youth work practice.

### The Recommendation

Membership of the research network is impressive bringing together some key players in this field. PYL has identified a lack of health representation in the network and this will be addressed over the coming months. The three lead partners have a strong track record and funding is recommended at the level requested.

**£138,000 over two years (£68,000; £70,000) towards a project designed to improve how young people's lived experience can shape and influence data collection and research thereby improving services that affect them.**

### Cornerstone Outcomes

The project will contribute to the following Cornerstone outcomes:

- Improved access and use of data and intelligence by all stakeholders informs service design and policy-making;
- Londoners have increased voice and influence;
- Improved collaboration between organisations and across sectors that deliver real change to systems.

### Funding History

Meeting Date	Decision
31/01/2019	£180,000 over three years (3 x £60,000) to Partnership for Young London to deliver a programme of specialist support to organisations in receipt of Young Londoners Fund grants. (CBT Partnership with the GLA).
07/09/2018	£18,500 towards a pilot of different approaches to how young people can use research methods and data to bring about systems change. The grant is subject to receipt of compliant accounts for 2017/18. (Cornerstone Fund)
06/07/2018	£106,000 over two further and final years (£52,500; £53,500) for the costs of the Development Lead (4 days per week); admin support (0.5 days per week); and associated running costs. Release of the second quarter of the grant will be subject to receipt of compliant accounts for 2017/18. (Investing in Londoners)
14/03/2018	£23,100 towards PYL's core costs to enable its continued active involvement with The Way Ahead. (Bridge Fund)
11/05/2017	£48,500 towards the cost of the Strategic Director's salary and a part-time intern and associated project costs. The grant is to be spent over a minimum 10-month period to support the

	organisation's involvement in The Way Ahead and is subject to a review after 6 months. (Bridge Fund)
12/03/2015	£142,000 over three years (£47,300, £47,000, £47,700) for a part-time (4 dpw) Development Lead, related admin support (0.5 days per week), associated running costs, and the costs of events and training sessions.

### Financial Information

PYL was established in 1997 with an endowment from the former London and South East Regional Advisory Council for Further Education. No restrictions were placed on the charity being able to convert the endowment into income if required in order to deliver its charitable objectives. Its reserves policy is to hold free reserves equivalent to three months' operating costs together with sufficient funds to wind-up the organisation should this become necessary. The balance sheet for 2017-18 shows that of the £102,777 held as free reserves, £96,749 of this is held within the expendable endowment. Whilst the total free reserves held is above the target, officers are of the view that they are not excessive especially in the current economic climate.

Year end as at 31 March	2018 Audited Accounts	2019 Forecast	2020 Budget
	£	£	£
<b>Income &amp; expenditure:</b>			
Income	298,658	273,442	296,220
- % of income confirmed as at 11/04/2019		72%	47%
Expenditure	(279,533)	(269,507)	(333,439)
Net gains on investments	851	n/a	n/a
Total surplus/(deficit)	19,976	3,935	(37,219)
Split between:			
- Restricted surplus/(deficit)	10,834	(18,219)	(39,319)
- Unrestricted surplus/(deficit)	9,142	22,154	2,100
	19,976	3,935	(39,319)
<b>Cost of Raising Funds</b>	49,511	43,000	42,000
- % of Income	16.6%	15.7%	14.2%
Total expenditure	279,533	269,507	333,402
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	102,777	124,931	85,612
No of months of total expenditure	4.4	5.6	3.1
Reserves policy target	69,883	67,377	83,351
No of months of total expenditure	3.0	3.0	3.0
Free reserves over/(under) target	32,894	57,554	2,262

<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	9 <sup>th</sup> May 2019
<b>Subject:</b> Strategic Initiative – Core Arts – Eastway Community Hub proposal 15324	<b>Public</b>
<b>Report of:</b> Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Decision</b>
<b>Report author:</b> Jenny Field, Deputy Director of City Bridge Trust	

### Summary

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.

Core Arts submitted a proposal to transform Eastway Depot<sup>1</sup> in Hackney from a place of 'storage' into a vibrant community hub of social enterprise enabling community and voluntary organisations to work together to deliver outcomes that increase individual and community wellbeing. Since that submission, it has worked up a detailed proposal and business plan for the hub in consultation with LB Hackney and its five proposed 'anchor' tenants, Hackney Playbus, Hackney Play Association, Hackney Youth, ecoActive and Interlinx.

### Recommendation

Members are asked to:

**Approve a grant of £150,000 towards the purchase of specially designed shipping container pod offices on the site on condition that a satisfactory lease is finalised with LB Hackney.**

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<sup>1</sup> A 429m<sup>2</sup> former tramshed in a concrete yard in Hackney Wick

## **Main Report**

### **Background**

1. Core Arts is a user-led, award winning mental health charity. It provides a weekly programme of activities designed to promote positive mental health. It has four main areas of activity:
  - Arts (including visual arts, poetry, photography and music).
  - A sports' programme.
  - A horticultural programme which particularly focuses on transforming meanwhile sites to promote mental health.
  - Its social enterprises which currently cover design services, gardening and publications.
2. Core Arts' last grant from the Trust, towards a 'greening the grey' horticultural initiative (an example of how it transforms meanwhile spaces), ended in July 2017. Your funding has enabled a pocket garden, community plant nursery, food growing area and design space to be established, sandwiched between the Royal London Hospital in Whitechapel and it's medical museum. It also partnered with us for the 2017 Lord Mayor's Show, alongside Ballet Rambert and the LSO.

### **The Proposal**

3. Eastway Depot, a 429 sqm former tramshed in a concrete yard in Hackney Wick, has housing stock on two sides and parkland and industrial space on the other two. LB Hackney, which owns the site, has invited Core Arts to 'reimagine' it. The proposal is to design a permanently 'meanwhile' site to offer office, storage and performance space to its five partners, or 'anchor' tenants – Hackney Playbus, Hackney Play Association, Hackney Youth, ecoActive and Interlinx – but also creating a bigger creative cluster of social enterprises, charities and community groups.
4. It is proposed to commission specially designed shipping container offices within the grounds of the depot. The depot itself is 11m high making it unsuitable for conversion into permanent dwellings or offices. Whilst it would be prohibitively expensive to install a heating system within the depot, LB Hackney propose to install the necessary infrastructure to make the building useable during the summer months on the understanding that Core Arts will fit it out (which it will do from its own funds). Core Arts will then be able to let the depot as a performance and rehearsal space as well as for commercial hire. During the winter months, it will be used for storage space and for parking vehicles such as Hackney Playbus.
5. Core Arts would like to install two sets of the specially designed shipping container offices within the concrete yard. It currently owns its building at St

Barnabas Terrace in Hackney and it has secured a loan of £130,000 towards the purchase of the first set of containers and a grant of £150,000 is requested from the Trust towards the purchase and fitting out of a second set. Core Arts also propose to landscape the site using its own resources. These would be offered at affordable rents to SMEs and community groups (including the five anchor tenants) which in turn would be subsidised by commercial rents from those that can afford to pay.

6. The vision of Core Arts and its partners for this site is not only to be able to work with more people but also to be able to provide a more holistic, joined up service. The development will promote social cohesion and community building, demonstrating that inclusiveness and the provision of appropriate business structures can address and find solutions for both social and economic problems.
7. At the time of assessment, Core Arts was in the process of negotiating a lease with LB Hackney, the terms of which allow Core Arts and its partner organisations to benefit from the income streams the site will generate, provided that any financial gains are re-invested for the benefit of the local community. The lease is likely to be for five – seven years and if the lease is not renewed after this time, the containers can, of course, be relocated elsewhere. It is recommended, therefore, that any grant is subject to a satisfactory lease having been granted.

### **Financial Information**

8. Core Arts aims to hold a minimum of 4 months' worth of expenditure in free reserves to cover its winding down costs should this become necessary. In its 2017-18 audited accounts, it designated the sum of £210,000 for this purpose and this amount has been included in our calculation of available free reserves.
9. From the information provided in the finance table below, you can see that its reserves are above the target. However, during 2018-19, Core Arts increased the level of designated reserves to £240,000 as a winding-down 'cushion' to reflect increased expenditure budgeted for 2019-20.
10. It used some of its restricted funds during 2018-19 towards expenses relating to the Depot (c£25,000) and it plans to spend further c£100,000 during 2019-20. Given that it is taking on a new venture that carries a fair degree of risk, officers are of the view that its reserves are not excessive.
11. Income in 2019-20 is set to increase by c£100k compared to the previous year. This is largely due to additional contracts awarded by the CCG.

12. Core Arts has produced a 10-year financial plan for the Depot and anticipates small deficits for the first three years, generating a modest surplus by year 4.

Year end as at 31st March	2018	2019	2020
	Audited	Forecast	Budget
	Accounts		
<b>Income &amp; expenditure:</b>			
Income	826,004	811,626	952,749
- % of Income confirmed as at 14/02/19		100%	60%
Expenditure	(788,465)	(836,520)	(941,744)
Total surplus/(deficit)	37,539	(24,894)	11,005
<b>Split between:</b>			
- Restricted surplus/(deficit)	(9,837)	(1)	1,551
- Unrestricted surplus/(deficit)	47,376	(24,893)	9,454
	37,539	(24,894)	11,005
<b>Cost of Raising Funds</b>	13,516	33,145	33,145
- % of Income	1.6%	4.1%	3.5%
Annual expenditure	788,465	664,515	603,670
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	413,343	388,450	397,904
No of months of operating expenditure	6.3	7.0	7.9
Reserves policy target	210,000	210,000	240,000
No of months of total expenditure	4.0	4.0	4.0
Free reserves over/(under) target	203,343	178,450	157,904

## Conclusion

13. This is an interesting model with the potential for replicability. It is an opportunity to bring complementary services together on one site which increases the potential for providing more holistic services as well as the opportunity to share learning and good practice.

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

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

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

Will the grant support work in a geography where there is high need but relatively low Trust spend?	<b>Potentially</b>
<b>Thematic</b>	
Will the grant support work in a thematic area of the Bridging Divides Programme where there is high need but relatively low Trust spend?	<b>Y</b>
<b>Portfolio</b>	
Within the Trust's Strategic Initiative portfolio, is the grant duplicating or complementing anything already funded?	<b>It complements the broad aims of the 'Connecting the Capital' strand of <i>Bridging Divides</i></b>
<b>Approach</b>	
Will the grant enable better collaboration between relevant organisations?	<b>Y</b>
Is the proposed work across more than one LA or is London-wide?	<b>Y</b>
Does the proposed work explicitly link the private, statutory and voluntary sectors?	<b>Y</b>



<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	9 <sup>th</sup> May 2019
<b>Subject:</b> Strategic Initiative – CPRE London (on behalf of London Parks Consortium) (Ref: 15394)	<b>Public</b>
<b>Report of:</b> Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Decision</b>
<b>Report author:</b> Jenny Field, Deputy Director of City Bridge Trust	

## Summary

This proposal has come from the London Parks Consortium, with the Council for the Protection of Rural England (CPRE) London acting as the lead body. As well CPRE London, the partners comprise Greenspace Information for Greater London (GiGL), London National Park City, London Friends of Greenspace Network (LFGN), Metropolitan Public Gardens Association, London Parks and Gardens Trust, Green Flag Award, and Parks for London.

Although various of the partners have tried hard to provide web-based platforms to promote parks and greenspaces in London (often from a specialist angle e.g. promoting health and wellbeing; promoting wildlife and conservation; fitness) more could be done to bring all this information under one 'roof' in order to better promote the benefits of London's open spaces, especially to those who rarely or never visit their local park or green space. It would also make the information that is available more visible and user-friendly.

## Recommendation

Members are asked to:

**Approve a grant of £120,000 over three years (3 x £40,000) towards of developing a web-based platform and map to promote London's parks and green spaces, on condition that a satisfactory reserves policy for CPRE London is provided.**

## Main Report

### Background

1. Various organisations have, over the years, aimed to promote London's parks, including the benefits of increased health and well-being, fitness, cultural, wildlife and conservation.

2. You may recall that following your Growing Localities initiative, you launched the Parklife London website [www.parklifelondon.org](http://www.parklifelondon.org) originally in February 2013. This lists over 900 green spaces in the capital. It was always intended that the site would be interactive and that people would be able to list community events and volunteering opportunities. However, despite several attempts we found it difficult to find a partner organisation or organisations willing to help us with this and so the site has remained static.
3. We have now been approached by the London Parks Consortium Project who would like to make use of the excellent information on the Parklife site as part of the development of this proposal to improve the promotion of London's open spaces.
4. Other relevant sites include:
  - CPRE London's #GoParksLondon campaign with a map and microsite [www.GoParks.London](http://www.GoParks.London).
  - GiGL's Discover London Map <http://discover-london.gigl.org.uk/>.
  - London Parks and Gardens Trust <http://www.londongardensonline.org.uk/>
  - London National Park City is due to launch in July 2019 and will promote places to go/things to enjoy/making the most of London's outdoors.
5. The consortium wishes to bring all this information and data, as well as other relevant information, under one 'roof' in order to better promote the benefits of London's green spaces.

## **The proposal**

6. The proposed website and map will act like a 'shop window', making use of existing portals and maps, hosted at [www.NationalParkCity.London](http://www.NationalParkCity.London), incorporating the [www.GoParks.London](http://www.GoParks.London) map with pop-ups bringing together information sources for each site into one place. Data collection will be enhanced by crowdsourcing from groups who can be engaged to maintain listings.
7. An important element of the partnership is the London Friends of Greenspaces Network, for example, which will be able to promote their greenspaces and related events and volunteering opportunities, as well as links to their e-bulletins and their own websites where they exist.
8. A communications specialist will generate interest in various sources of information, including the stories behind those who care for and use parks, such as how parks are being used to improve health or their role as an education tool. Promotion will be via social and conventional media and other channels, for example, direct communications with GP surgeries or local mental health services, will include news, inspiring stories, practical advice and where appropriate local contacts. It will build on existing communications

channels of consortium partners especially where they have demonstrated an ability to engage wide audiences.

9. In order to build the volunteer network, additional capacity within the London Friends of Greenspaces Network will be needed to engage groups in providing information and stories, to help them with local communications and to increase support to members i.e. information, advice and networking opportunities. This will build on the existing volunteer-run support function.
10. Capacity will also be needed to establish, monitor and review objectives and actions, ensure actions are being met and lead the consortium in ongoing decision making.
11. Each park will have its own page (following the way in which Parklife London has been built) and each page will include:
  - A mini map
  - Photos
  - Park description, facilities
  - 'Friends of' group contact details and links
  - Friends groups social feeds (e.g. to find out about events, volunteering days)
  - Public transport links

## Project Budget

	Year 1	Year 2	Year 3	Total
<b>TOTAL COSTS</b>	£ 45,028	£ 42,078	£ 42,078	<b>£ 129,184</b>
Website and map – set up	£ 12,000			£ 12,000
Website and map – ongoing @600 per month July-Dec	£ 3,600	£ 7,200	£ 7,200	£ 18,000
Data collection / cleaning etc – ongoing (GiGL's costs)	£ 12,428	£ 8,378	£ 8,378	£ 29,184
<b>TOTAL DATA AND MAP</b>	<b>£ 28,028</b>	<b>£ 15,578</b>	<b>£ 15,578</b>	<b>£ 59,184</b>
Part time copywriter / comms post (Jul-Dec only for 2019)	£ 6,000	£ 12,000	£ 12,000	£ 30,000
Part-time LFGN Network Development Officer 1 day per week @£25,000 FTE + on costs	£ 3,500	£ 7,000	£ 7,000	£ 17,500
<b>TOTAL PROMOTIONS</b>	<b>£ 9,500</b>	<b>£ 19,000</b>	<b>£ 19,000</b>	<b>£ 47,500</b>
Project Researcher and Manager 2 days per month (CPRE London officer time costs + overheads) (+2 days core funded)	£ 7,500	£ 7,500	£ 7,500	£ 22,500
<b>TOTAL RESEARCH/PROJECT MANAGEMENT</b>	<b>£ 7,500</b>	<b>£ 7,500</b>	<b>£ 7,500</b>	<b>£ 22,500</b>

## Finance

12. CPRE London's independently examined accounts for the year end December 2017 do not contain a reserves policy and it is recommended, therefore, that should funding be approved today, it is on condition that a

satisfactory reserves policy is provided. Its reserves position is strong currently.

13. The vast majority of CPRE London's income is from membership subscriptions along with donations and branch appeal proceeds.

14. Forecast income for 2019 does not include future fundraising applications that may be made during the year.

Year end as at 31 December	2017 Examined	2018	2019
	Accounts	Draft	Budget
	£	£	£
<b>Income &amp; expenditure:</b>			
Income	72,471	75,651	63,575
- % of Income confirmed as at 11/04/2019		100%	92%
Expenditure	(71,788)	(71,092)	(92,244)
Total surplus/(deficit)	683	4,559	(28,669)
Split between:			
- Restricted surplus/(deficit)	0	0	0
- Unrestricted surplus/(deficit)	683	4,559	(28,669)
	683	4,559	(28,669)
Operating expenditure (unrestricted funds)	43,321	61,192	77,244
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	63,536	68,095	39,426
No of months of operating expenditure	17.6	13.4	6.1
Reserves policy target	TBC	TBC	TBC
No of months of operating expenditure	TBC	TBC	TBC
Free reserves over/(under) target	TBC	TBC	TBC

## Conclusion

15. This proposal complements your value of 'Care for the Environment'. It also complements the 'Growing, greening and environmental projects' strand of your 'Connecting the Capital' priority of Bridging Divides.

16. It will also provide a useful and appropriate legacy for your 'Parklife London' website, with resource being built in to ensure that the proposed new website is interactive with material that is fresh and up to date.

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

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

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

Will the grant support work in a geography where there is high need but relatively low Trust spend?	<b>Potentially</b>
<b><i>Thematic</i></b>	
Will the grant support work in a thematic area of the Bridging Divides Programme where there is high need but relatively low Trust spend?	<b>Possibly</b>
<b><i>Portfolio</i></b>	
Within the Trust's Strategic Initiative portfolio, is the grant duplicating or complementing anything already funded?	<b>The 'Growing, greening and environmental projects' of Bridging Divides</b>
<b>Approach</b>	
Will the grant enable better collaboration between relevant organisations?	<b>Y</b>
Is the proposed work across more than one LA or is London-wide?	<b>Y</b>
Does the proposed work explicitly link the private, statutory and voluntary sectors?	<b>Potentially</b>

<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	9 <sup>th</sup> May 2019
<b>Subject:</b> Strategic Initiative – Centre for the Acceleration of Social Technology (CAST) – Digital Catalyst Project (15395)	<b>Public</b>
<b>Report of:</b> Chief Grants Officer (CGO) & Director of City Bridge Trust (CGO)	<b>For Decision</b>
<b>Report author:</b> Jenny Field, Deputy Director of City Bridge Trust	

## Summary

Established in 2015, the Centre for the Acceleration of Social Technology (CAST) aims to help people use digital for social good and to create a more responsive, resilient and digitally enabled social sector by:

- Supporting the not-for-profit sector to embed digital across their services, strategies and governance, and by
- working with sector leaders, funders and government to make this happen.

Due to launch later in 2019, the Digital Catalyst is a collaboration to drive the digital transformation of UK civil society. Other funders behind the proposal are the National Lottery Community Fund, Comic Relief, Esmee Fairbairn Foundation, Paul Hamlyn Foundation and the Department for Digital, Culture, Media and Sport (DCMS). This will be the first time the UK’s social sector has had a dedicated, high-profile coalition jointly funding and championing this agenda. You are asked to contribute towards the London elements of this national initiative.

## Recommendation

Members are asked to:

**Approve a grant of £400,000 over two years (2 x £200,000) towards the London element of an initiative to make civil society more resilient by embedding digital in their strategy, services and governance. Release of funding in Year 2 is conditional on CAST being able to demonstrate the viability of the programme in 2020/21. The grant is also conditional on CAST providing a satisfactory revised reserves policy.**

## **Main Report**

### **Background**

1. The extent of the social sector's low digital capacity has long been recognised and a combination of underinvestment, poor co-ordination and lack of ambition has further entrenched the issue.
2. You may recall that Annika Small, Director and Co-Founder of CAST spoke at January's Committee meeting on digital skills and the challenges for Trusts and Foundations. Annika chaired the Citizenship session at the Digital Skills Summit held at Mansion House in December 2018.
3. As a result, CAST, in association with Association of Charitable Foundations (ACF) and London Funders, is running a series of 'Design Hops', hosted by Mansion House, to explore how digital can help funders respond more effectively to the needs of their grant-holders and applicants as well as in learning how some charities are using digital to increase their resilience and impact.
4. Since its inception, CAST has piloted a networked approach to deliver the digital transformation of the charitable sector's services through the development of best-in-class tools and guidance, learning programmes and through a trusted network of support agencies and delivery and communication partners. With a small core team of seven, CAST has proven the economy, efficiency and effectiveness of the tools it has co-developed with the sector and delivered with a growing network of partners and, in particular, the viability of a networked approach.
5. Following positive indications from Government and funders that they were interested in collaborating to inject fresh urgency and ambition into this work, CAST has consulted widely – including National Council for Voluntary Organisations (NCVO), Association of Chief Executives of Voluntary Organisations (ACEVO), Reach Volunteering, Cranfield Trust and Clore Social Leadership – to develop the proposed Digital Catalyst Programme.

### **The Proposal**

6. The three key outcomes of the programme are to:
  - Build an effective, sustainable and collaborative network to drive sector change, including through the growing alignment of funders' ambitions, resources and programmes.



- Increase the quality, range and uptake of tools proven to support the digital knowledge, skills and services of the sector, especially through the development of shared standards and reusable tools.
  - Scale up the delivery of digital programmes known to improve services and resilience amongst not-for-profits, especially digital leadership and service-design programmes.
7. The programme will be delivered through a range of trusted, expert partners.
8. If funding is approved by CBT today, it would contribute to:
- Training London charities in the principles of digital and user-centred design.
  - Digital leadership training for senior teams in London charities.
  - Digital service design support for London charities.
  - Improving the provision of digital tools and support for London charities.
  - Growing a vibrant London community of social enterprises that exchanges skills and experience, connects on similar projects and develops shared solutions.
  - Developing shared goals, clear roles and an accountability framework for the network of founder and delivery partners.
  - A proportion of the core running costs for the coordination of the network, include project and financial management, impact evaluation and reporting as well as operating expenses.
9. The budget for the programme is just over £2.1m in 2019/20 and again in 2020/21. Of the costs for 2019/20, the following have been raised:
- £1,000,000 Office for Civil Society
  - £200,000 Esmee Fairbairn Foundation
  - £200,000 Comic Relief
  - £150,000 Paul Hamlyn Foundation
  - £250,000 National Lottery Community Fund
  - £130,000 From CAST's reserves
- £1,930,000

Funding of £400,000 over two years (2x £200,000) has been requested from CBT. This would complete the funding package for 2019/20. However, whilst funding from Esmee Fairbairn Foundation, Comic Relief, Paul Hamlyn Foundation and National Lottery Community Fund are confirmed for 2020-21, funding from the Office for Civil Society is not at this stage. It is therefore recommended that should you approve funding today, the second year's grant should not be released until CAST can demonstrate the financial viability of the programme in 2020/21.

## Financial Information

10. In its 2017/18 audited accounts, CAST states that its reserves policy is to hold 6 months' worth of operational costs in free reserves which it calculates to be £360,000. This was based on the cost of salaries of the core staff team plus its back-office costs. Its free reserves were below this target as at 31<sup>st</sup> March 2018. However, CAST is a relatively young charity and it will take time to build free reserves. The reserves target used in the 2018/19 column has been provided by CAST based on a similar target sum to the previous year. CAST's turnover will increase significantly in 2019/21 as a result of funding secured for the Digital Catalyst Project. CAST's trustees will be reviewing its reserves policy during the year in the light of its increased responsibilities and this is due for consideration by its Board in May. It is likely that the revised policy will be to hold a target of 3 – 4 months' operating expenditure in free reserves. The conservative target of 6 months was considered prudent by CAST's Board in the early days of its inception. However, the Board is of the view that a target of 3 – 4 months' operating expenditure is a more realistic goal for the future. It is recommended, therefore, that any grant approved today is subject to a satisfactory revised reserves policy being provided. Whilst the level of free reserves is rising at a modest pace, officers are satisfied that the direction of travel is positive.

Year end as at 30 April	2018 Audited	2019	2020
	Accounts	Forecast	Budget
<b>Income &amp; expenditure:</b>			
Income	1,140,319	1,183,080	2,243,000
- % of Income confirmed as at 27/03/19		128%	63%
Expenditure	(839,891)	(1,374,841)	(2,178,800)
Total surplus/(deficit)	<b>300,428</b>	<b>(191,761)</b>	<b>64,200</b>
Split between:			
- Restricted surplus/(deficit)	272,988	(294,273)	47,200
- Unrestricted surplus/(deficit)	27,440	102,512	17,000
	<b>300,428</b>	<b>(191,761)</b>	<b>64,200</b>
Cost of Raising Funds	19,303	23,015	71,000
- % of income	1.7%	1.9%	3.2%
Operating expenditure (unrestricted funds)	224,567	167,888	155,000
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	187,910	290,422	307,422
No of months of operating expenditure	10.0	20.8	23.8
Reserves policy target	360,000	360,000	under review
No of months of core expenditure	6.0	6.0	under review
Free reserves over/(under) target	(172,090)	(69,578)	under review

## Conclusion

11. CAST has gained a reputation as one of the leading digital players within the charitable sector today. The range of funders that are behind this initiative are impressive and speak to the confidence that CAST is able to command.

12. An application to your Cornerstone Fund is included in your papers today with a recommendation of funding to Kingston Voluntary Action's Superhighways Project. This project, with its reach into hyperlocal communities, complements CAST's 'bigger picture' programme and the two organisations already work together.
13. CAST will also be amongst the pool of providers when your new Funder Plus offer is launched, as updated in the Chief Grants Officer's report today.
14. The urgent need to upskill civil society in digital literacy has been presented to you on numerous previous occasions. It was also a skill you identified as being lacking on this Committee when you undertook your skills audit earlier last year (and was addressed during the recruitment of the two external co-opted members for this Committee). If successful, CAST's proposal goes a long way bring a cross-sectoral approach to bringing about the necessary systems change needed to drive the digital transformation agenda of UK civil society.

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

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

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

Will the grant support work in a geography where there is high need but relatively low Trust spend?	<b>Potentially</b>
<b><i>Thematic</i></b>	
Will the grant support work in a thematic area of the Bridging Divides Programme where there is high need but relatively low Trust spend?	<b>Y</b>
<b><i>Portfolio</i></b>	
Within the Trust's Strategic Initiative portfolio, is the grant duplicating or complementing anything already funded?	<b>The 'Capacity building support for civil society support organisations' of <i>Bridging Divides</i></b>
<b><i>Approach</i></b>	
Will the grant enable better collaboration between relevant organisations?	<b>Y</b>
Is the proposed work across more than one LA or is London-wide?	<b>Y</b>
Does the proposed work explicitly link the private, statutory and voluntary sectors?	<b>Y</b>

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**MEETING: 09/05/2019**

**Ref: 14670**

## ASSESSMENT CATEGORY - Improving Londoners' Mental Health

**West London Mission Methodist Circuit**

**Adv: Gilly Green**

**Amount requested: £114,351**

**Base: Westminster**

**Benefit: Several London boroughs**

**Amount recommended: £114,350**

### **The Applicant**

The West London Mission Methodist Circuit, operating as West London Mission (WLM) has been serving people affected by homelessness and poverty since 1887. As part of the Methodist Church (although a registered charity in its own right) it retains a strong Christian ethos and runs a range of housing and community services employing 70 staff in seven locations across London.

### **The Application**

Seymour Place (SP), is a drop-in service for homeless people based in Westminster and is a project of West London Mission. It aims to help those sleeping rough to come off the streets. It has seen a significant increase in the number of people with mental health problems it supports and many are not accessing appropriate mental health services. Mental health issues can often be a trigger for homelessness, and in turn homelessness can seriously exacerbate or cause a range of mental health issues. SP estimates that 70% of their service users need support with mental health issues. It has previously employed a mental health specialist but the independent funding for this has now ended. This application is to enable WLM to employ a full-time specialist mental health worker based at Seymour Place for the next 3 years.

### **The Recommendation**

Seymour Place is a well-used and important resource for London's street homeless and vulnerably housed people. The charity makes a strong case for support, demonstrating the value of the previous role in helping their most vulnerable clients' access, treatments and support. Unusually for street homelessness projects almost a third of users are women. The project meets your programme outcomes for Improving Londoners Mental Health by enabling access to appropriate support. A grant is advised as follows:

***£114,350 over three years (£34,740; £39,238; £40,372) to cover the salary and on costs of a specialist mental health worker for homeless people to work alongside a multi-disciplinary team at Seymour Place.***

### **Funding History**

Meeting Date	Decision
10/01/2017	The applicant has withdrawn the application following success in securing the project funding from another funder.
20/10/2011	£123,000 over three years (£40,000; £41,000; £42,000) for the salary and related costs of a full-time Mental Health Project Worker,
04/06/2009	Application declined as was insufficiently focussed on mental health issues to warrant funding.

## Background and detail of proposal

West London Mission welcomes people from all backgrounds and 75% of clients originate from outside the UK. Currently at least 30% of service users are refugees – and many experience depression or post-traumatic stress disorder. Without specialist mental health provision, the organisation struggles to support its vulnerable rough sleepers who access their services. The organisation has strong links with local mental health teams and other partners and it also hosts satellite services with other outreach teams – including those working on the night buses – to ensure that the more hard-to-reach rough sleepers are encouraged to access its services. WLM provides advice and support with accommodation, employment and benefits as well as specialist services including an on-site NHS homeless health team.

## Financial Information

WLM has over £11m in investments and over £6m in property assets. Some properties are used for the housing services; others are let at market rents. These assets combined generate significant annual income on which WLM depends to help sustain the core activities of the charity. Additional funding comes from housing benefit, corporate and charitable donations. WLM still requires its individual projects to fundraise the costs of their services and Seymour Place, which receives no statutory income, has an annual fundraising target of approximately £500,000. The reserves policy does not state actual figures but says instead there should neither be a surplus or deficit on the income reserve, taking one year with another. The charity's current practice, having paid out its core activities (such as the maintenance of ordained ministers) is to give all remaining income to its social work projects. Clearly, WLM has significant resources and could support this post itself, but this is an important resource for London's rough sleepers, including many women and a grant would support a valuable project for some of London's most vulnerable homeless people.

Year end as at 31 AUGUST	2017	2018	2019
	Audited accounts	Audited accounts	Budget
	£	£	£
<b>Income &amp; expenditure:</b>			
<b>Income</b>	2 281,000	2 450 000	2 591,000
- % of income confirmed as at 08.04.19	n/a	n/a	92%
<b>Expenditure</b>	(2 168,000)	(2 430,000)	(2 650,000)
<b>Gains on investment</b>	643,000	1 506,000	0
<b>Total surplus/(deficit)</b>	<b>756,000</b>	<b>1,526,000</b>	<b>(59,000)</b>
<b>Split between:</b>			
- Restricted surplus/(deficit)	(4,000)	12,000	0
- Unrestricted surplus/(deficit)	760,000	1,514,000	59,000
	<b>756,000</b>	<b>1,526,000</b>	<b>59,000</b>
<b>Cost of Raising Funds</b>	21,000	21,000	23,000
- % of income	0.9%	0.9%	0.9%
<b>Operating expenditure (unrestricted funds)</b>	<b>833,000</b>	<b>911,000</b>	<b>928,000</b>
<b>Free unrestricted reserves:</b>			
<b>Free unrestricted reserves held at year end</b>	<b>11,831,000</b>	<b>13,345,000</b>	<b>13,404,000</b>
No of months of operating expenditure	170.4	175.8	173.3
<b>Reserves policy target</b>	<b>0</b>	<b>0</b>	<b>0</b>
No of months of operating expenditure	0.0	0.0	0.0
<b>Free reserves over/(under) target</b>	<b>11,831,000</b>	<b>13,345,000</b>	<b>13,404,000</b>

MEETING: 09/05/2019

Ref: 14708

## ASSESSMENT CATEGORY - Making London Safer

**Crimestoppers - London Board**

**Adv: Shegufta Slawther**

**Base: Sutton**

**Amount requested: £96,166**

**Benefit: London-wide**

**Amount recommended: £96,200**

### **The Applicant**

Crimestoppers is the only organisation that guarantees anonymity to everyone contacting it with information on crime. Registered as a charity in 2005, it provides police and other law enforcement agencies with community intelligence they otherwise would not have access to. The charity's own research shows that over 95% of the public that contact it, either by telephone or online, would not contact the police or other law enforcement agencies.

### **The Application**

Crimestoppers is seeking funding for its Hidden Harms project which aims to reduce harms by spotting signs early and preventing escalation. Hidden Harms addresses crimes such as human trafficking, modern slavery, domestic violence and hate-crime. The campaign aims to reach at least 100,000 people across London each year, raising awareness and education about these crimes and emphasising the importance of reporting. This information will be directly passed to the Metropolitan Police Service (MPS) leading to increased arrests and charges. It will also raise the profile of these crimes and their unacceptable nature.

### **The Recommendation**

The charity is well placed to recognise that the common strand in these crimes is that they depend on being hidden for their continuation. Having delivered similar campaigns in other parts of the UK, it has seen strong, positive outcomes from shining a light on the issues behind these crimes as well as providing access to the justice system for people who, so often, are unable to access it themselves for whatever reason. The project has secured funding from the Mayor's Office for Policing and Crime (MOPAC) with the balance sought from this Committee.

***£96,200 over three years (£31,900, £32,000, £32,300) towards the project running costs of Hidden Harms in London.***

### **Funding History**

None

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

The charity has run similar campaigns in Yorkshire and the North West of the UK. Educating the public about modern slavery and highlighting the tell-take signs through specially commissioned radio adverts with associated social media, leaflet drops and media interviews, the campaign is designed to reach ethnic groups who may be or know modern slavery victims in order to offer help and support. Through social media, dedicated pages were created across seven different languages. Crimestoppers' contact centre was able to take information via telephone due to its Language Line translation service. Compared to the previous four month period, the campaign saw a 158% increase in reports from the public. Partners were critical to

the success of these campaigns; Gangmasters and Labour Abuse Authority (GLAA), the Association of Nail Technicians, the Anti-Trafficking and Labour Exploitation Unit (ATLEU) as well as the police forces. The specialist nature of these crimes has meant that such partnerships are critical to the success of these campaigns. As a direct result of one of the campaigns, someone contacted the charity with details of 20 people held as slaves. This information led to those in forced labour being freed and at least a dozen criminals arrested.

Human trafficking and modern-day slavery is the fastest growing international crime and is the second largest source of illegal income for organised criminality on the world. With domestic violence, 14.1% of all court prosecutions relate to Intimate Partner Violence (IPV) related crimes<sup>1</sup>. Despite the high prevalence of IPV, cases are still seldom reported to the authorities given the complex and emotional nature of such crimes. Recent changes to the law mean police can press charges without a complaint from the victim; thus making reporting via Crimestoppers a viable intelligence gathering approach. The charity's own data shows that there has been a 20% increase in reported levels of hate crime in London in 2017/18 compared to the previous year, with London overrepresented against the rest of the country.

### Financial Information

The charity is conscious of its current and forecast free reserves falling below target. The forecast figures are conservative, and the organisation has plans to grow its proportion of funding through current contracts as well commercial income; it's integrity line, information sharing, campaigning, licencing, CSR and wider philanthropic activity. It believes that this will be possible without any significant increase in costs. Although the restricted funds show a deficit each year, the charity receives a build up of restricted funds against this spend.

Year end as at 31 March	2018	2019	2020
	Audited Accounts £	Forecast £	Budget £
<b>Income &amp; expenditure:</b>			
Income	5,151,996	5,007,765	5,323,641
- % of Income confirmed as at 11/04/2019	n/a	99%	97%
Expenditure	(5,132,636)	(5,163,501)	(5,290,555)
Total surplus/(deficit)	19,360	(155,736)	33,086
Split between:			
- Restricted surplus/(deficit)	(48,195)	(220,488)	(258,863)
- Unrestricted surplus/(deficit)	67,555	64,752	291,950
	19,360	(155,736)	33,087
Cost of Raising Funds	739,082	647,547	663,735
- % of Income	14.3%	12.9%	12.5%
Operating expenditure (unrestricted funds)	4,177,099	4,316,978	4,422,868
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	435,300	500,052	533,139
No of months of operating expenditure	1.3	1.4	1.4
Reserves policy target	2,088,550	2,158,489	2,211,434
No of months of operating expenditure	6.0	6.0	6.0
Free reserves over/(under) target	(1,653,250)	(1,658,437)	(1,678,295)

<sup>1</sup> Office for National Statistics citing Homicide Index (2015)

**MEETING: 09/05/2019**

**Ref: 14741**

## **ASSESSMENT CATEGORY - Making London Safer**

**St Michael's Fellowship**

**Adv: Shegufta Slawther**

**Base: Lambeth**

**Amount requested: £140,778**

**Benefit: Lambeth**

**Amount recommended: £140,800**

### **The Applicant**

Founded in 1903, St Michael's Fellowship (SMF) registered as a charity in 1994, working with young parents and their children in London. Safety and wellbeing of children is central to delivery whilst recognising that everyone has the capacity for change. Working with young parents through tailored, holistic support in residency and the community, SMF supports transformation in the most unlikely places.

### **The Application**

Funding is requested as a contribution towards the DiVa 360 project; breaking cycles of domestic abuse in young families, working with young mothers, their children and ex-partners. Some funding has been secured from various trusts and foundations as well as committing the charity's own unrestricted funds towards this service.

### **The Recommendation**

The charity has demonstrated the effectiveness of this service with strong outcomes linked to a family-wide approach towards supporting young people and their families. A grant is advised:

***£140,800 over three years (£46,000, £46,900, £47,900) for the full-time salary of a Young Parent Practitioner and associated on-costs.***

### **Funding History**

Meeting Date	Decision
23/11/2017	£39,000 to scope and test the feasibility of social investment.
18/03/2016	£3,400 to provide an eco-audit.

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

The charity will deliver evidence-based programmes to mothers, fathers and children, all aimed at helping participants to exit a lifecycle of domestic abuse as victims or perpetrators. DiVa 360 is made up of five programme components. The first is facilitated peer support group for young mothers in Lambeth in abusive relationships; a weekly group running 46 weeks out of the year. 30 young mothers attend during the year. Meeting at a children's centre, it offers the young mother's a confidential, safe space whilst the children attend creche. Positive outcomes include mothers moving into counselling support, children de-registered from Child Protection Plans, mothers obtaining non-molestation orders, as well as some attending training courses and securing employment. The second component is the Children's Community Group Programme; a 12-week psycho-educational, groupwork programme that takes place three times a year. Eight children aged four to six who have experienced domestic abuse take part, alongside their mothers affected by, but no longer living with, domestic abuse. The support focusses on improving the child's ability to cope with common social situations, reducing social-

behavioural problems associated with witnessing violence, helping children understand they are not responsible for parents' fighting, working towards sufficient change to prevent violence in the child's future and ensuring children learn safety skills. SMF has seen that bonding with the mother and longer-term educational achievements improve as a result. The third component is Caring Dads; an evidence-based 17-week programme for young fathers in abusive relationships. If the man has abused one woman, he is unlikely to change his behaviour towards his next partner, unless there is some intervention.

The fourth component is 1-2-1 practical, emotional and therapeutic support for 50 young mothers and 40 young fathers a year through a well-developed keyworker model that encourages a supportive, open relationship where problems, challenges and setbacks are discussed honestly, including the real difficulty of not returning to an abusive partner for various practical and emotional reasons. The final component is supervised and supported family contact for 36 families a year; enabling children to build or maintain safely a loving relationship with a non-residential parent or, when fostered or adopted, maintain contact with birth parents and sibling. The complexity of most cases requires a bespoke nature of interventions to effect real change; entrenched, complex issues rarely have simple solutions and therefore require manpower and personalised support to address them, which is the basis of the design of the DiVa 360 programme.

#### **Financial Information**

Although contract income from Lambeth Council will continue for another year having received an extension, the Local Authority has indicated its intention to prioritise support to young parents over the next few years. In 2018 there was a reduction in residential income due to building issues in one of its residential family assessment centres. Whilst the housing association in question provided some compensation towards this deficit, the remainder was covered from £210,000 held in designated reserves. These designated funds were also utilised for capital expenditure on IT, staff development and investment. The year-on-year planned spend against designated funds brings the charity closer to its reserves target. 15% income confirmed for 2020 is based on 80% of income is spot purchased by different Local Authorities (24 in the last two years) with Outstanding Ofsted grading this year. As such, anticipated income is realistic, with reserves commensurate with 80% of services being spot purchased.

<b>Year end as at 31 March</b>	<b>2018 Accounts</b>	<b>2019 Forecast</b>	<b>2020 Budget</b>
<b>Income &amp; expenditure:</b>			
Income	2,580,798	2,330,924	2,638,276
- % of income confirmed as at 04/04/2019	n/a	100%	15%
Expenditure	(2,400,071)	(2,442,850)	(2,648,660)
Total surplus/(deficit)	<b>180,727</b>	<b>(111,926)</b>	<b>(10,384)</b>
Split between:			
- Restricted surplus/(deficit)	(4,614)	93,296	(15,024)
- Unrestricted surplus/(deficit)	185,341	(205,222)	4,640
	<b>180,727</b>	<b>(111,926)</b>	<b>(10,384)</b>
<b>Cost of Raising Funds</b>			
- % of income	3.5%	8.2%	12.5%
Operating expenditure (unrestricted funds)	2,017,813	2,105,138	2,132,266
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	1,132,158	926,936	931,576
No of months of operating expenditure	6.7	5.3	5.2
Reserves policy target	672,604	701,713	710,755
No of months of operating expenditure	4.0	4.0	4.0
Free reserves over/(under) target	459,554	225,223	220,821





MEETING: 09/05/2019

Ref: 14938

## ASSESSMENT CATEGORY: Bridging Divides – Advice and Support

### Ball for Immigration Detainees (BID)

Adv: Tim Wilson  
Base: Hackney  
Benefit: London-wide

Amount requested: £120,000  
{Revised request: £150,000}  
Amount recommended: £150,000

### The Applicant

Established in 1999 to provide free legal advice and representation to people in immigration detention, BID also works to advocate for meaningful safeguards in the detention process, such as the provision of judicial oversight of custodial decisions. The charity delivers free support to immigration detainees through its volunteer network, prepares applications for release on bail, publishes self-help materials (which the Home Office has mandated must be carried by every immigration detention centre's library), and prepares deportation appeals. The quality of BID's legal materials has been praised by the Supreme Court.

### The Application

BID seeks City Bridge funding to increase the volume of immigration detention advice available in London detention-centres. The charity seeks to support 160 detainees with one-to-one advice each year, assist a further 300 to self-represent, support another 700 through a telephone helpline and run at least two workshops per month for prospective clients. The charity notes that between 50-75% of its clients have either lived in London prior to their detention or are subsequently released (as a result of BID's work) within London. Proposed costs are therefore proportionate to BID's London caseload.

### The Recommendation

BID is a highly-regarded charity whose work has been positively acknowledged both by the judicial system and the Home Office. Its specialist work means there is relatively little alternative provision available to clients, and the majority otherwise self-represent. It is worth noting that immigration detention is not subject to the same safeguards as the criminal justice system, and that people lawfully living in the UK can be sent into this detention, as the media highlighted during the recent Windrush scandal. Given that clients are held in secure immigration detention and face deportation, your officer discussed the applicant's eligibility with the City Solicitor and the reasons why the work could be funded under current policy. Following discussion with the charity, BID revised its request for support from four to five years, and this seems entirely in line with the Trust's policies for Bridging Divides. Funding is advised as follows:

***£150,000 over five years (5 x £30,000) towards Legal Manager salary costs and overheads, on the condition that all funds are restricted for support to London clients.***

### Funding History

None

## Background and detail of proposal

BID notes that people held in immigration detention centres have a statutory entitlement to 30 minutes' advice and are subsequently expected to self-represent at Tribunal Service hearings. There is no judicial oversight of immigration detention decisions, no access to legal aid and, unlike the criminal justice system, no automatic bail hearing. There is no time limit on immigration detention, which means some individuals can be detained for several years pending resolution of their case. BID believes that this approach is flawed, and notes that the UK Government pays around £4m each year in compensation for unlawful immigration detention (this amount excludes legal fees).

The charity supports around 6,000 people each year, taking on clients who do not already have legal representation. Clients with mental health needs, survivors of torture, and those with dependent children are typically prioritised. BID's support is publicised by other charities working in prisons and immigration detention centres, through word-of-mouth referrals by existing clients, and through detainees' library services. First contact is generally through a call to BID's helpline, a letter, or a site visit and in the first instance people are directed to the charity's self-help materials. Representation depends on formal instruction from a prospective client, and the charity will typically work with around 25 in-depth cases per month.

## Financial Information

The table below shows an apparent 27% drop in income from 2018 to 2019. BID has clarified that its management accounts and operating budgets do not include the amounts that appear in audited accounts as "donated services". In line with SORP guidance, BID calculates the financial equivalent of its pro bono barristers' time, as this would otherwise represent charges the charity would have to pay for.

Free reserves are shown as a proportion of total funds because the organisation has effectively only one purpose and all restricted grants are awarded towards that aim.

Year end as at 31st July	2018	2019	2020
	Audited Accounts £	Forecast £	Budget £
<b>Income &amp; expenditure:</b>			
Income	703,383	513,733	508,713
- % of income confirmed as at 6th March 2019	n/a	96%	43%
Expenditure	(664,565)	(526,296)	(524,524)
Total surplus/(deficit)	38,818	(12,563)	(15,811)
Split between:			
- Restricted surplus/(deficit)	(19,451)	0	0
- Unrestricted surplus/(deficit)	58,269	(12,563)	(15,811)
	38,818	(12,563)	(15,811)
Cost of Raising Funds	60,683	60,600	61,000
- % of income	8.6%	11.8%	12.0%
Operating expenditure (total funds)	664,565	526,296	524,524
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	286,773	274,210	258,399
No of months of total expenditure	5.2	6.3	5.9
Reserves policy target	332,283	263,148	262,262
No of months of total expenditure	6.0	6.0	6.0
Free reserves over/(under) target	(45,510)	11,062	(3,863)

**MEETING: 09/05/2019**

**Ref: 15238**

## **ASSESSMENT CATEGORY: Bridging Divides - Advice and Support**

**Legal Education Foundation**

**Adv: Ciaran Rafferty**

**Amount requested: £320,000**

**Base: Outside London**

**Benefit: London-wide**

**Amount recommended: £320,000**

### **The Applicant**

The Legal Education Foundation (LEF) is an endowed grant-making charitable trust whose purpose is "to promote the advancement of legal education and the study of the law in all its branches." The endowment (valued at c.£200m) creates income which is used to make grants to a wide variety of, mostly, charitable organisations working in different social, professional and academic settings and by commissioning research. A stated objective is to increase public understanding of the law and the capability to use it. LEF funds and supports organisations such as law centres and advice centres across the UK. In London it has also developed strong and supportive links with the London Legal Support Trust, whom you are funding to help local advice centres to become Centres of Excellence.

### **The Application**

This application is to continue your initial support of the Justice First Fellowship Programme through co-funding (with LEF) 6 Fellowships each to be based in London social welfare advice agencies, specifically those which have gained the Centre of Excellence accreditation. In March 2016 you agreed funding for this as a Strategic Initiative. The programme aims to support the next generation of law students committed to public interest and social justice issues who want to pursue a career in social welfare law. The Fellowship consists of three parts:

- It fully funds a two-year training contract in a leading social welfare organisation (In order to qualify as a solicitor, graduating law students must complete a period of compulsory training called the training contract.)
- it gives Fellows responsibility for a project that advances access to justice. This both provides valuable programme development experience for the Fellow and gives the host organisation capacity to develop a new area of work, with an evidence base of need and impact
- it brings the Fellows together regularly throughout the two-year programme and beyond to receive wider support, training and networking opportunities.

### **The Recommendation**

Your current funding for this programme, as a strategic initiative, ends this summer and has been very successful. Your investment (along with that from LEF; Esmee Fairbairn Foundation; and Unbound Philanthropy so that the programme can be offered nationally) has provided greater access to high quality legal advice and guidance just at the time when advice agencies have seen a considerable spike in the call on and need for their services. This proposal now meets your standard Bridging Divides funding criteria and, as such, can be considered for the three years' support requested. Each of the 6 Justice First Fellows will be deployed in their agency for two years whilst they will also benefit from a programme of training, support and development activities, particularly to develop their wider, non-legal, skills necessary to meet the presenting needs more effectively and sustainably.

The total cost of providing each Fellowship is £40,000 per year for two years – therefore for 6 in London (3 + 3) would be £480,000 over three years. You are asked to support a contribution to these costs (with LEF providing the balance) on the basis of three people commencing their 2-year fellowship in year 1 and another three commencing in year 2 – hence the structure of the grant requested and recommended:

***£320,000 over three years (£80,000; £160,000; £80,000) towards the costs of providing 6 Justice First Fellowships In London.***

### **Funding History**

<b>Meeting Date</b>	<b>Decision</b>
18/03/2016	£320,000 over three years (£80,000; £160,000, £80,000) to the Legal Education Foundation to support the provision of six Justice First Fellowships in London.
12/03/2015	£4,000 to the Legal Education Foundation, in one instalment, to support the work of the Early Action Funders Alliance.

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

The Justice First Fellowship Programme is now in its 5<sup>th</sup> year and has succeeded to the point where it currently provides over 60 placements nationally, with great success and impact. It is important that London can benefit from this scheme as the need for dedicated, professional, legal advice on social welfare issues is so great. The programme is designed to encourage and enable newly qualified lawyers to practice in the social justice arena, an area of law which is often seen as less attractive (and/or less lucrative) to many new graduates. In this respect there are short- and long-term benefits to London and Londoners.

### **Financial Information**

As an endowed charity LEF derives most of its income from its invested funds which stood at £259.3m at 30<sup>th</sup> June 2018. In the table below the charity determines its income by what its Investment Committee has approved for taking from investments each year, with the aim of delivering the organisational objectives and maintaining the value of the endowment. As a result the table below does not show free reserves held in relation to the number of months of operating expenditure they would support.

The organisation's 2018 Annual Report and Accounts set out its reserves policy "to maintain an investment fund at £200m in real terms based on 30<sup>th</sup> November 2012 and for the Fund to provide a sustainable amount for grant and operational expenditure purposes each year over the long term" which equates to a target sum of £259.3m at 30 June 2018. Free reserves held at 30 June 2018 of £253.2m were therefore £6.1m short of this target but not a cause for concern.

Although, at 30<sup>th</sup> June 2018, the charity had a sufficient level of investments to self-fund this proposal, it is seeking the Trust's support both in the aim of working in collaboration and also so that it can use any investment fund surpluses that may arise to support Fellowships elsewhere in the UK.

The cost of generating funds is comparatively low but relates solely to investment management costs as there is little or no other fundraising undertaken by the charity.

Year end as at 30 June	2017 Audited Accounts	2018 Audited Accounts	2019 Forecast
<b>Income &amp; expenditure:</b>			
Income	3,969,000	4,581,000	7,332,000
- % of Income confirmed as at 13/4/19	n/a	n/a	100%
Expenditure	(6,326,000)	(9,712,000)	(7,332,000)
Net gains (losses) on investments	34,007,000	8,662,000	not forecast
Actuarial movement on pension scheme	(199,000)	(150,000)	0
<b>Total surplus/(deficit)</b>	<b>31,451,000</b>	<b>3,381,000</b>	<b>0</b>
Split between:			
- Restricted surplus/(deficit)	(176,000)	168,000	(174,000)
- Unrestricted surplus/(deficit)	31,627,000	3,213,000	174,000
	<b>31,451,000</b>	<b>3,381,000</b>	<b>0</b>
Cost of Raising Funds	131,000	151,000	131,000
- % of Income	3.3%	3.3%	1.8%
Operating expenditure (unrestricted funds)	5,877,000	9,261,000	7,157,000
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	250,013,000	253,076,000	262,824,000
No of months of operating expenditure	n/a	n/a	n/a
Reserves policy target	253,800,000	259,300,000	268,895,000
No of months of operating expenditure	n/a	n/a	n/a
Free reserves over/(under) target	(3,787,000)	(6,224,000)	(6,071,000)



**MEETING: 09/05/2019**

**Ref: 14899**

**ASSESSMENT CATEGORY: Bridging Divides - Advice and Support**

**YWCA England & Wales**

**Adv: Shegufta Slawther**

**Base: Islington**

**Amount requested: £100,000**

**Benefit: London-wide**

**Amount recommended: £100,000**

## **The Applicant**

YWCA England & Wales, which trades as Young Women's Trust (YWT), launched in 1914 and registered as a charity in 1969. The charity's mission is to help and support young women aged 16-30 who face poverty and discrimination, particularly in the workplace. YWT has three complementary routes to achieve this mission: direct services to individuals to help them overcome their personal barriers to work; research and campaigns to spur change within employment policy and practice; and involving the voice of disadvantaged young women and amplifying them in the corridors of power.

## **The Application**

The charity is seeking funding for its Work It Out service which offers up to six free sessions of solution-focussed coaching over the telephone or online, and a free CV/job application upgrade via email. Young women are able to access either or both at times to suit themselves, including evenings and weekends. Thus, young women unable to afford transport, those with disabilities, and young mothers unable to afford childcare can easily access a high quality and effective service which face-to-service services often do not provide.

## **The Recommendation**

In 2013, YWT conducted a national survey that found over one million UK women aged between 16 and 30 struggled to afford the basic necessities of life such as food, rent, clothing, transport or items of personal hygiene. This figure included those who are unemployed, NEETs and economically inactive. In London, youth unemployment and economic inactivity is higher than the national average<sup>1</sup>. Work It Out was launched in 2014 in response to this consultation process. A few hundred young women were supported in London, by 2017 this had increased to over 2,000, demonstrating the increasing demand for this service. Significant funding has been secured from other trusts and foundations, as well as the charity committing some of its own unrestricted funds to this service. A grant is recommended:

***£100,000 over three years (£34,000, £33,000, £33,000) towards the project running costs for Work It Out in London.***

## **Funding History**

None

## **Background and detail of proposal**

Through extensive consultation and scoping, the charity was able to identify some of the needs of young women in addressing issues related to poverty and include them in the design of this service. Coaching was identified as the core offer; it was clear

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<sup>1</sup> London Councils, 2018

that there was a demand for support that felt different to that on offer through Job Centre Plus, without the negative implications of sanctions or just securing any 'job'. Coaching was felt to be more of a positive connotation offering the opportunity for improvements. In 2016, the charity conducted a review of employment services for young women and found that, alongside job and transport availability, other issues that limited young women's opportunities to access fact-to-face services were caring responsibilities for others, low confidence, and poor physical and mental health. It was also felt that other services did not offer any soft skills development despite these being valued by employers; careers advice is often narrow and tends to point young women to any job rather than one they want, and the advice from recruitment agencies could be improved.

There are two elements to Work It Out; the coaches, who are professionals themselves and qualified to ask informed questions, and the help with CV's and job applications. The latter was initially piloted with Barclays' HR team who volunteered their time to look and assess anonymised CV's and job applications and provide detailed, personalised feedback. This has now grown to a team of over 150 volunteers, including Corporates across all sectors and young women are able to request a preference of industry should they wish.

### Financial Information

The charity has a significant endowment fund which has been built up over 150 years by donors wishing to provide longer-term support to girls and young women. £8m is classified as a permanent endowment for the purpose of investment and provide annual income to YWT. £6.7m is an expendable endowment over which the Trustees have discretion on use. As such, the charity operates with planned operational budget deficits each year. The organisation has designated funds with a plan to invest in fixed assets over five years with £1.6m planned for funding the charity's expansion plans through to 2020.

Year end as at 31st March	2018 Accounts	2019 Forecast	2020 Budget
<b>Income &amp; expenditure:</b>			
Income	1,142,000	1,296,465	1,315,275
- % of income confirmed as at 04/04/2019	n/a	100%	24%
Expenditure	(3,213,000)	(1,790,000)	(2,045,000)
Net gains/(losses) on investments and other	159,000	not forecast	not forecast
Total surplus/(deficit)	(1,912,000)	(493,535)	(729,725)
Split between:			
- Restricted surplus/(deficit)	70,000	0	0
- Unrestricted surplus/(deficit)	(2,041,000)	(639,535)	(864,725)
- Endowment surplus/(deficit)	59,000	146,000	135,000
	(1,912,000)	(493,535)	(729,725)
Cost of Raising Funds	327,000	318,000	331,000
- % of income	28.6%	24.5%	25.2%
Operating expenditure (unrestricted funds)	1,543,000	1,378,000	1,605,000
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	2,243,000	1,603,465	738,740
No of months of operating expenditure	17.4	14.0	5.5
Reserves policy target	980,000	689,000	802,500
No of months of operating expenditure	7.6	6.0	6.0
Free reserves over/(under) target	1,263,000	914,465	(63,760)



**MEETING: 09/05/2019**

**Ref: 15186**

**ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital**

**Evelyn Oldfield Unit**

**Adv: Sandra Jones**

**Base: Islington**

**Benefit: London-wide**

**Amount requested: £262,248**

**(Revised request: £254,748)**

**Amount recommended: £254,700**

**The Applicant**

The Evelyn Oldfield Unit (EOU) was established in 1994 and has become one of the leading bodies in London providing 2<sup>nd</sup> tier support to refugee and migrant community organisations. Its work has two main strands: firstly, providing specialist assistance and support services for Refugee and Migrant Community Organisations (RMCOs) to enable them to build their capacity to govern and manage their organisations. The second strand supports the development of partnerships between RMCOs, mainstream voluntary and community organisations and statutory bodies to strategically develop joined up services.

**The Application**

The request is for a part time Co-ordinator (21 hours per week) to support 'Community Connections' which will provide second tier support to develop the voice and leadership skills of the voluntary and community sector as it relates to refugee and migrant community organisations (RMCO). This will be through networking activities, developing partnerships and collaborations, training and support and supporting RMCOs in consultations.

**The Recommendation**

EOU 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 support to local groups as well as providing capacity-building. Collaborative working between communities to enable RMCOs to have a voice in consultations will be an element, as well as work together in developing funding bids. The project will be delivered by a part time co-ordinator.

***£254,700 over 5 years (£50,300; £48,800; £52,000; £50,600; £53,000) towards the costs of a Project Co-ordinator (21 hours per week) and associated running costs.***

**Funding History**

Meeting Date	Decision
12/02/2014	£92,000 over three years (£31,000; £30,400; £30,600) towards the p/t (17.5 hpw) salary of a Development Worker and running costs of the 'Founding for the Future' project to enable BAMER groups to build capacity; deliver and measure quality programmes; engage in cross-sectoral partnerships; and give BAMER communities a voice.

## Background and detail of proposal

The RMCOS sector in London is excluded from numerous opportunities for a range of reasons, e.g. language and cultural barriers, which can prevent access to mainstream capacity building. This application addresses specific needs of the RMCOS. One way is through networking activities; this enables organisations to form new networks and connect to members through quarterly meetings and seminars and through the development of a central website with regular newsletters.

Direct support to provide collaboration and develop partnership work will be offered. This will allow RMCOS to make joint funding bids, forming broader partnerships. Training and support through workshops and activities will include assisting local partnerships, forum skills development, leadership training and targeted capacity building support. Often RMCOS are not in a position to have a 'voice' as part of local consultations on issues that would affect their communities, and this project will address key issues identified by member RMCOS, producing regular reports and run workshops and meet with statutory bodies and funders to engage with them on RMCOS needs and feedback to effect strategy and ensure involvement of refugee and migrant communities.

## Financial Information

To date the organisation has not included the cost of raising funds within their accounts, with costs included in charitable activities. You officer has explained this, and they are seeking advice on how best to represent this in the future.

EOU holds reserves above its reserves policy of three months of turnover. Year on year they show an increase in income from a range of sources, with small reliance on statutory funding; this is a conscious decision made by the trustees and will continue going forward. The increase for 2018/19 has been secured, with the increase for 2019/20 from a range of grants, including CBT, all of which are in the final stage of decision. Although free reserves have decreased, this is in line with the reserves policy, a decision made by the Trustees.

Year end as at 31 March	2018 Examined Accounts £	2019 Forecast £	2020 Budget £
<b>Income &amp; expenditure:</b>			
Income	196,129	250,572	381,017
- % of Income confirmed as at 30/01/19	n/a	n/a	68%
Expenditure	(169,757)	(252,503)	(379,730)
Total surplus/(deficit)	26,372	(1,931)	1,287
Split between:			
- Restricted surplus/(deficit)	24,450	(36,931)	(8,713)
- Unrestricted surplus/(deficit)	1,923	35,000	10,000
	26,373	(1,931)	1,287
Cost of Raising Funds	0	0	0
- % of Income	0.0%	0.0%	0.0%
Total expenditure	169,757	252,503	379,730
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	74,012	109,012	119,012
No of months of total expenditure	5.2	5.2	3.8
Reserves policy target	42,439	63,126	94,933
No of months of total expenditure	3.0	3.0	3.0
Free reserves over/(under) target	31,573	45,886	24,080

MEETING 09/05/2019

Ref: 15379

## ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital

**Greater London Volunteering**

**Adv: Jenny Field**

**Base: Westminster**

**Benefit: London-wide**

**Amount requested: £515,000**

**{Revised request £500,000}**

**Amount recommended: £500,000**

### The Applicant

Greater London Volunteering (GLV) is the legal entity for London Plus, the new hub for London's civil society. In September 2017, you approved a grant of £350,000 towards the first year of London Plus in the knowledge that it was highly likely (depending on the success of this new entity) that you would be approached for continuation funding.

London Plus was established as a result of the findings of The Way Ahead<sup>1</sup> which has strongly influenced your approach to working with and supporting civil society infrastructure support in London. Its remit is to support civil society organisations and networks across London and to build collaborative partnerships that use data, insight and intelligence on what works and what doesn't in order to better tell the story of the collective impact of London's voluntary sector. Its Chief Executive was recruited in June 2018 and she oversaw the recruitment of the core team over the summer of last year.

The staff team comprise:

- Chief Executive
- Networks and Partnerships Officer
- Data and Intelligence Officer
- Employment and Skills Policy Lead (funded by Trust for London)
- Business Support Manager

### The Application

You are asked to fund the core costs of London Plus for a further two years. During the past 9 months, work has been ongoing in building the London Plus brand, together with its new website which launched in January 2019

<https://londonplus.org/>. London Plus has remained actively engaged with The Way Ahead and the Systems Change Group.

Although it is governed by the trustees of GLV, its workstreams are directed by a cross-sectoral steering group and fall under three key objectives:

- **Convening and connecting** – by bringing together local voluntary sector organisations through a number of networks, to share expertise and best practice in order to raise standards across London. Also, by helping funders and decision-makers to understand the importance of civil society infrastructure both at the local level and pan-London.

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<sup>1</sup> The Way Ahead is a collaboration which aims to improve, and secure the future of, civil society support by putting London's communities at the heart of what we do.

- **Evidence-based practice** – The Data and Intelligence Officer has established strong links with a number of key projects in London, including the GLA's Datastore. London Plus is a partner on the Superhighways Cornerstone Fund proposal before you today which aims to embed digital skills within small voluntary organisations across London. London Plus recognises the importance of raising digital skills and capacity within the sector as well as the vital role a robust evidence-base needs to play for the sector to be able to demonstrate impact. Amongst a number of ongoing projects, London Plus has begun work on developing an equalities data standard.
- **Speaking up and changing attitudes** – It is the aim of London Plus to amplify the voice of Londoners and to use evidence to influence policy and decision-makers.

Some aspects of London Plus' work cut across all three objectives, of course. For example, in April 2019, the Employment and Skills Policy Lead (funded by Trust for London) led the launch of London Plus' Good Work Commission which brings together over 20 leaders (including the respective Directors of Business in the Community, London First and the Centre for London). The Commission will develop a series of proposals on pay equality, universal lifelong learning, responsible and socially purposeful business, and work-life balance.

It is partnering with the GLA's Team London ahead of National Volunteers' Week in June, to offer small grants of between £500 and £1,000 to organisations to develop additional activities that recognise and reward volunteering.

London Plus has worked with CBT on the Cornerstone Fund<sup>2</sup>. As well as being a partner in one of the bids before you today, it has attended the two workshops held so far with the Cornerstone Fund learning partner, Collaborate, and plans to work with the Trust to promote the work of the successful stage-two applicants with regular case studies.

### **The Recommendation**

Although there is still work to be done to make the London Plus brand better known, London Plus has clearly focused objectives and has structures in place to ensure it is accountable to the sector. As well as funding from Trust for London, London Plus has also received a small amount of funding from the GLA and will receive funding of c£35,000 during 2019-20. However, as anticipated, CBT has been its principal funder since its start-up and is likely to remain so if continuation funding is approved today. Alternative sources of funding from sources such as the National Lottery Community Fund are beginning to be identified and it is recommended that if you approve a grant today, that funding in Year 2 is conditional on London Plus having made satisfactory progress in diversifying its funding base. Since submitting the original bid, London Plus has slightly reduced the total amount requested.

**£500,000 over two years (£222,500; £277,500) towards the continued development of London Plus, through the legal entity, Greater London Volunteering. Funding in Year 2 is conditional on satisfactory progress being made in diversifying the organisation's funding base.**

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<sup>2</sup> The Cornerstone Fund is the Anniversary Infrastructure Support programme of £3m originally which you have developed in partnership with a cross-sectoral advisory group and in consultation with the voluntary sector in London.

## Funding History

Meeting Date	Decision
20/09/2017	£350,000 to secure the first year of operation of the new hub for London. The grant is conditional on Greater London Volunteering's new governing document being in place.
11/05/2017	£48,400 towards salaries, on-costs and operational costs. The grant is to be spent over a minimum 10 month period to support the organisation's involvement in The Way Ahead and the development of the London Hub and is subject to a review after 6 months. (Bridge Fund)
24/11/2016	£23,600 to enable GLV and LVSC to work together to establish the London Hub as recommended by The Way Ahead report. (Strategic Initiative).

## Future Plans

A detailed workplan for 2019-20 has been provided in support of this application. A flavour of planned activities include:

- Continued partnership working around data literacy.
- Regular e-bulletins (these have recently started to be produced).
- In-depth research on one or two agreed topics that will impact on Londoners.
- Continuing the work of the Good Work Commission.
- Brokering relationships and convening meetings on social prescribing with NHS, GLA, Health London Partnership, Healthwatch organisations, Clinical Commissioning Groups, Sustainability and Transformation Partnerships and with civil society organisations.
- Provision of skilled volunteering programme in partnership with London Insurance Consortium and Pilotlight.
- A collaboration with Clinks to support small voluntary organisations working in the criminal system.
- Scoping the provision of infrastructure support for those working in the housing advocacy sector.
- Work with successful stage-two applicants to the Cornerstone Fund.

## Financial Information

The 2017-18 audited accounts are for an 18-month period as GLV's financial year end used to be 30<sup>th</sup> September. It is early days in the life of London Plus and it will take time for it to build free reserves to its target of three months of expenditure. Its five-year financial plan includes £20,000 per annum from earned income through consultancy from 2021/22 onwards. The plan includes this request to CBT in 2019-20 and 2020-21 but not in subsequent years. Nevertheless, if it is to be sustainable, it will need to increase the amount and the range of funds from other sources by 2020-21, and the recommended condition is therefore prudent.

<b>Year end as at 31 March</b>	<b>2018 Audited Accounts</b>	<b>2019 Forecast</b>	<b>2020 Budget</b>
<b>Income &amp; expenditure:</b>			
<b>Income</b>	<b>260,988</b>	<b>318,315</b>	<b>352,120</b>
- % of income confirmed as at 12/04/19		100%	34%
<b>Expenditure</b>	<b>(227,043)</b>	<b>(290,126)</b>	<b>(402,462)</b>
<b>Total surplus/(deficit)</b>	<b>33,945</b>	<b>28,189</b>	<b>(50,342)</b>
<b>Split between:</b>			
- <b>Restricted surplus/(deficit)</b>	<b>25,545</b>	20,749	(40,670)
- <b>Unrestricted surplus/(deficit)</b>	<b>8,400</b>	7,440	<b>(9,672)</b>
	<b>33,945</b>	<b>28,189</b>	<b>(50,342)</b>
<b>Cost of Raising Funds</b>	<b>2,499</b>	<b>6,300</b>	<b>6,300</b>
- % of income	1.0%	2.0%	1.8%
<b>Total expenditure</b>	<b>227,043</b>	<b>290,126</b>	<b>402,462</b>
<b>Free unrestricted reserves:</b>			
<b>Free unrestricted reserves held at year end</b>	<b>41,165</b>	<b>48,605</b>	<b>38,933</b>
No of months of expenditure	2.2	2.0	1.2
<b>Reserves policy target</b>	<b>37,841</b>	<b>72,532</b>	<b>100,616</b>
No of months of expenditure	3.0	3.0	3.0
<b>Free reserves over/(under) target</b>	<b>3,325</b>	<b>(23,927)</b>	<b>(61,683)</b>

MEETING 09/05/2019

Ref: 15008

**ASSESSMENT CATEGORY: Bridging Divides - Positive Transitions**

**Auditory Verbal Centre**

**Adv: Tim Wilson**

**Amount requested: £135,000**

**Base: Southwark**

**Benefit: London-wide**

**Amount recommended: £135,000**

**The Applicant**

Auditory Verbal Centre (AVC) is a registered charity working to ensure that deaf babies and children can listen and speak as equals alongside their hearing peers. The charity supports families through an early intervention programme, conducts research, and trains auditory professionals. Its work is concerned with increasing awareness and expectations of what deaf children can achieve. The organisation is based in Bicester but has a centre in Bermondsey, which is the focus of this application.

**The Application**

The charity seeks funding to increase the provision of audio-verbal therapy (AVT) services to deaf children in London. The work is intended to help children develop listening and spoken language skills to support their transition to independent adulthood and therefore falls under the Trust's scheme to support specialist provision for deaf and disabled people to increase choice and control in their lives.

**The Recommendation**

AVT involves teaching deaf children to listen and speak using residual hearing and assistive technology such as hearing aids and cochlear implants. The charity highlights that, without effective support, deaf children acquire language skills at a slower rate than hearing peers. This can mean starting primary school with language skills of a much younger peer, and resulting in lower educational attainment, reduced employment prospects, isolation and poor mental health. Whilst AVT is part of mainstream provision in several countries it is not yet in the patient pathway in the UK, which AVC states is due to the lack of randomised control trial evidence. The charity's website highlights examples of the progress deaf children can make in their speech and listening, and the organisation's work has been subject to positive evaluation. It will be featured in a forthcoming guide to effective tools from the Early Intervention Foundation. AVC is an award-winning charity working to support around 160 families (50 in London) to learn the AV skills needed to assist their children. The request is for core costs (proportionate to London benefit) so funding is advised as follows:

***£135,000 over three years (£50,000; £45,000; £40,000) to provide auditory verbal therapy to deaf children and their families in London.***

**Funding History**

Meeting Date	Decision
04/07/2013	£60,000 over two years towards the staffing costs of AVUK's London centre.
16/02/2012	£30,000 towards salary and running costs of a specialist service for deaf children in London.

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

AVC seeks funding to support deaf children build their listening and spoken language skills in order to increase their social confidence and independence. By working with pre-school children, the charity aims to ensure they are ready to thrive once they are in mainstream provision. The organisation will also work with NHS audiologists, training them to use AVT techniques. There are currently only around 20 qualified AV practitioners in the UK, and the charity would like to increase this number more than tenfold. It takes around 3 years to upskill a professional in AV. Through its wider awareness-raising work, AVC also aims to demonstrate deaf children's potential and build support for the statutory provision of AVT.

The work will take place in a purpose-designed building which is easily accessible from London Underground and based just outside the Congestion Charge Zone. There are four therapy rooms, which families attend on a fortnightly basis. Emphasis is placed on teaching parents and carers the skills needed to continue practicing AVT at home with their children. Participants typically spend 2 – 3 years on the programme and there is currently more demand than AVC can meet. The charity charges for provision but offers a means-tested bursary programme so that family income is not a barrier to access. None of the City Bridge grant-funding would be used towards the bursary programme, this would otherwise fall outside scope of funding individuals.

### **Financial Information**

AVC has moved its financial year end from March to July and the figures shown for 2019 in the table below cover a 16-month period. Whilst 2019 is a longer financial year than 2018 and 2020, it shows only a modest increase in turnover which the charity attributes to the planned absence of several clinical staff and the consequent reduction in income-generating services. This is seen in lower than expected income for sessional work and training activities. Nonetheless the organisation had reached 80% of its income target for 2019 by late March, with four months remaining in the financial year. Its pipeline of grant applications (excluding a potential award from City Bridge Trust) means that it is confident of achieving its fundraising goal.

AVC's free reserves fall short of the trustees' four-month target, and the organisation is looking to improve its position, but this work is likely to take some time and the table below shows only a gradual improvement year on year.



<b>Year end as at 31st March In 2018, changing to 31st July In 2019</b>	<b>2018 Audited Accounts 12 months £</b>	<b>2019 Forecast 16 months £</b>	<b>2020 Budget 12 months £</b>
<b>Income &amp; expenditure:</b>			
Income	1,119,230	1,335,285	1,137,355
- % of Income confirmed as at 27th March	n/a	67%	28%
Expenditure	(1,026,261)	(1,411,499)	(1,136,040)
Total surplus/(deficit)	92,969	(76,214)	1,315
Split between:			
- Restricted surplus/(deficit)	128,998	(147,496)	527
- Unrestricted surplus/(deficit)	(36,029)	71,282	788
	92,969	(76,214)	1,315
<b>Cost of Raising Funds</b>	151,917	180,201	124,291
- % of Income	13.6%	13.5%	10.9%
Operating expenditure (unrestricted funds)	545,862	817,252	787,476
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	48,583	119,865	120,653
No of months of operating expenditure	1.1	1.8	1.8
Reserves policy target	181,954	272,417	262,492
No of months of operating expenditure	4.0	4.0	4.0
Free reserves over/(under) target	(133,371)	(152,552)	(141,839)



**MEETING: 09/05/2019**

**Ref: 15288**

**ASSESSMENT CATEGORY: Bridging Divides - Positive Transitions**

**Independent Living Agency (ILA)**

**Adv: Sandra Jones**

**Amount requested: £66,742**

**Base: Barking & Dagenham**

**Benefit: Barking & Dagenham**

**Amount recommended: £66,800**

**The Applicant**

Operating since 1997, ILA provides support to disabled people by raising awareness of the options available to them regarding their care needs, and then working towards ensuring that they have the choice on how these are managed. This is done through five services. These are: the 'Choices' project, which provides advocacy, support, information and assistance with finding accommodation and training on daily living skills; financial management services facilitating the management of direct payments of individual budgets; a payroll service to support disabled people who employ their own staff as part of their personal budget management; accessible transport; and an equipment service providing aids for daily living for disabled people.

**The Application**

The application is for two years' continuation funding for ILA's 'Peer Support Brokers' project that you initially funded for three years in 2016. This project trains disabled people to assist other disabled people to manage their personal budgets. The brokers also provide disabled people with a short consultancy to research the best local service providers, help them choose the most appropriate ones and develop personalised plans on how their personal budgets can be spent.

**The Recommendation**

Your previous funding has delivered excellent outcome for the beneficiaries of this project and the monitoring highlighted the impact of the work that they undertake with a vulnerable client group. During 2018/19 a learning visit was undertaken which confirmed the high level of impact of the project to the beneficiaries. The request fits closely with your areas of interest under positive transitions, i.e. enabling disabled people to live independently. The funding is for a part time Project Co-ordinator (21 hours per week) over two years, with associated running costs.

***£66,800 over two further and final years (£33,100: £33,700) for a part time Project Co-ordinator (21 hours per week) and project costs for delivering the Peer Support Brokers programme for Londoners.***

**Funding History**

Meeting Date	Decision
18/03/2016	£106,600 over three years (£42,000; £35,300; £29,300) towards a part time Project Co-ordinator (21 hours per week) and associated running costs.

**Background and detail of proposal**

Under the Care Act, local authorities have a legal obligation to offer personal budgets and to conduct a care and support plan, which was previously stated only in

guidance as part of the Personalisation agenda. However, whilst the local authority should now provide advocacy support if necessary, there is no requirement to offer support to disabled people to manage their personal budgets. ILA offers support to individuals who had been given a personal budget (typically between £5,000 to £10,000) to plan out their year and to make most effective use of their personal budget to assist them with their own health, welfare, development and independence. Disabled people are trained to offer this service. Participants were able to access activities such as attending college, engaging in sport and art to improve their health, and cooking healthier meals. In addition, individuals are able to run their own personal care rather than leaving it to their family. All participants appreciate the service and the independence which it offers.

By using peer brokers, i.e. disabled people to broker for other disabled people, there is the addition that the brokers would be given training which would lead to employment opportunities in the future as they became qualified personal budget brokers. This is reflected in the budget.

### Financial Information

The accounts show a stable level of income and expenditure year on year. The charity holds just over its reserves policy of three months of its charitable expenditure, as this gives a realistic position.

To date the organisation has not included the cost of raising funds within their accounts, including this within charitable expenditure. Your officer has discussed this with the organisation, and they are looking at how best to represent this in the future. This is included in the 2020 budget.

Year end as at 31 March	2018 Examined Accounts £	2019 Forecast £	2020 Budget £
<b>Income &amp; expenditure:</b>			
Income	644,196	647,993	654,828
- % of Income confirmed as at 30/01/19	n/a	n/a	1%
Expenditure	(655,986)	(653,558)	(651,268)
Total surplus/(deficit)	(11,790)	(5,565)	3,560
Split between:			
- Restricted surplus/(deficit)	0	0	0
- Unrestricted surplus/(deficit)	(11,790)	(5,565)	3,560
	(11,790)	(5,565)	3,560
Cost of Raising Funds	0	0	1,500
- % of Income	0.0%	0.0%	0.2%
Direct charitable expenditure	268,074	270,614	274,537
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	81,100	75,535	79,095
No of months of direct charitable expenditure	3.6	3.3	3.5
Reserves policy target	67,019	67,654	68,634
No of months of direct charitable expenditure.	3.0	3.0	3.0
Free reserves over/(under) target	14,082	7,882	10,461

MEETING: 09/05/2019

Ref: 15007

## ASSESSMENT CATEGORY: Bridging Divides - Positive Transitions

**INQUEST Charitable Trust**

**Adv: Shegufta Slawther**

**Base: Islington**

**Amount requested: £283,328**

**Benefit: London-wide**

**Amount recommended: £283,300**

### **The Applicant**

INQUEST Charitable Trust (ICT) was founded in 1981 and registered as a charity in 1995. It is the only charity in the UK which offers specialist legal, practical and emotional support to families bereaved as a result of state-related death. ICT's mission is to end deaths caused by unsafe systems of detention, the use of force, a lack of care, and by multi-agency failures. Where death has occurred, it ensures families are supported and the investigation process enables them to secure justice. The organisation also works to influence policy through generating fundamental and far-reaching change in the systems of care, and the investigation, inquest and prosecutorial processes.

### **The Application**

The request is for the post of a Senior Caseworker to support London-based bereaved families. The postholder will support family members in the very first stages following a death and through the protracted process of the investigation and inquest, as well as through the various stages of traumatic bereavement. The service will range from providing families with information and legal representation to sourcing out counselling and other services specific to their needs, and planning and co-hosting family forums and the family reference group, the Caseworker will be a key source of support and information to London-based families experiencing such isolating and traumatic events.

### **The Recommendation**

ICT has demonstrated its impact in improvements in the investigation and inquest processes and the support offered to bereaved families. Notable past work includes: the provision of expert evidence to numerous government reviews such as the *Corston Report* into vulnerable women in prisons; support to bereaved families and their lawyers through the historic Hillsborough inquests in 2016 which concluded an unlawful killing finding for the first time and exonerated both survivors and those who died; and current work assisting bereaved families and survivors of the Grenfell Tower fire in navigating the complex issues around the Inquiry.

***£283,300 over five years (£54,400, £55,500, £56,800, £57,700, £58,900) for the salary and on-costs of a full-time Senior Caseworker (London).***

### **Funding History**

None

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

The Caseworker will be integral to bereaved families feeling supported, advised, empowered and more able to cope and adapt. Each family will be supported on the immediate steps following a death, and on the investigation and inquest process

through advice and support. Families will receive support at a critical time of trauma, isolation, confusion and stigmatisation. They will be supported in key meetings and inquest hearings, alongside the provision of high quality and expert legal representation, or a legally informed casework if legal representation cannot be secured. ICT is committed to ensuring that the voice and wishes of the family are listened to and inform every process taking place as a result of the death; whether it is during the inquest or in subsequent systemic change work.

In 2018 the charity supported the families of 201 London-based death cases. 37 of these had been prison cases, 45 following police contact, 59 in mental health settings, eight in immigration, and 54 other cases. Of these 54, 32 were Grenfell Tower fire families. As the only organisation in the UK to support bereaved families in such deaths, ICT recognises the need to provide holistic support to these families recognising the severely distressed and stigmatisations of such cases and the nature of traumatic bereavement. Their network and partnerships add value to the support families benefit from with the Inquest Lawyers Group of 298 lawyers to draw upon for expert legal representation.

### Financial Information

The charity had significant fundraising costs in 2018 due to a gala fundraising dinner with lawyers. Your officer has explained the SORP requirement of apportioning the relevant staff time to this category of spend, which has not been captured below, but will be done by the charity moving forward. Although the 2020 budget shows a deficit leading to free unrestricted reserves falling below target, the charity has a number of funding applications to trusts and foundations to be submitted or pending decision.

Year end as at 31 March	2018 Accounts	2019 Draft	2020 Budget
<b>Income &amp; expenditure:</b>			
Income	700,834	824,572	789,825
- % of income confirmed as at 08/04/2019	n/a	100%	84%
Expenditure	(661,744)	(815,890)	(878,456)
<b>Total surplus/(deficit)</b>	<b>39,090</b>	<b>8,682</b>	<b>(88,631)</b>
<b>Split between:</b>			
- Restricted surplus/(deficit)	18,437	0	0
- Unrestricted surplus/(deficit)	20,653	8,682	(88,631)
	<b>39,090</b>	<b>8,682</b>	<b>(88,631)</b>
<b>Cost of Raising Funds</b>	<b>19,984</b>	<b>500</b>	<b>2,000</b>
- % of income	2.9%	0.1%	0.3%
<b>Operating expenditure (unrestricted funds)</b>	<b>394,159</b>	<b>340,390</b>	<b>295,000</b>
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	118,418	127,100	38,469
No of months of operating expenditure	3.6	4.5	1.8
Reserves policy target	98,540	85,098	73,750
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	19,878	42,003	(35,281)

**MEETING: 09/05/2019**

**Ref: 15074**

**ASSESSMENT CATEGORY: Bridging Divides - Positive Transitions**

**Pursuing Independent Paths**

**Adv: Sandra Davidson**

**Base: Westminster**

**Amount requested: £77,904**

**Benefit: Westminster, Brent, Islington and Kensington & Chelsea,**

**Amount recommended: £77,900**

**Chelsea,**

**The Applicant**

Established in 1984 Pursuing Independent Paths (PIP) promotes choice and opportunities for adults with learning disabilities (LDs). Person centered planning is at the core of PIPs services which are all based on achieving individual goals and developing skills. PIP facilitates the development of life and vocational skills and support networks. It offers a flexible and dynamic range of services, including accredited training and education, travel skills, independent living, employment skills, work placement, and support into mainstream education. PIP recently set up Fruitful Juice. Fruitful Juice is a Social Enterprise Juice Stall providing opportunities for twelve students to gain invaluable life and vocational skills. The charity collaborates with City Harvest London to use surplus food and reduce waste; trainees grow their own produce, pick wild fruit and make compost. More than 70 volunteers help to deliver and administer the service.

**The Application**

This application is for two years' continuation funding towards the salaries and related cost of delivering the successful Performing Arts Programme. Building on the work over the last three years, the charity will expand the existing programme - increasing dance and media sessions to meet the growing demand for the programme.

**The Recommendation**

PIP is highly regarded as a small, friendly and accessible local provider of quality social care offering exciting and innovative services to adults with learning disabilities and mental health issues. Your continuation will allow PIP to increase the number of structured arts programme and number of sessions. Your previous monitoring has delivered good outcomes for this project and evaluation has shown the positive impact on students' lives. This project fits well with your Positive Transitions programme outcomes and priorities.

**£77,900 over a further and final two years (2 x £38,950) for salaries and related costs of delivering the Performing Arts project for young adults with learning disabilities.**

**Funding History**

Meeting Date	Decision
26/11/2015	£97,300 over three years (£32,900; £32,000; £32,400) towards salaries and related costs of delivering the Performing Arts Project for young adults with learning disabilities.

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

PIP's Performing Arts project is a development of its drama and theatre project, which has been running in some form since 2006. The proposed two-year extension of PIP's performing Arts programme will engage 56 adults with LDs. The programme will provide practical training in physical theatre, dance and digital media, with performances incorporating other aspects of the organisation's work (e.g. music and visual art). Currently, PIP delivers over 50 different life skills sessions per week (equating to 858 support hours). The Performing Arts programme uses therapeutic techniques to help learners understand themselves, others and the world around them. Supported by experienced staff and external practitioners PIP's Performing Arts project promotes the development of transferable skills through a range of creative learning/training. Developing social skills including cooperation, teamwork and self-expression is essential in enabling students to lead fulfilling, independent lives. The programme is currently at capacity with a waiting list now standing at 44 with growing demand from adults with more severe LDs. Each year the programme will deliver:

- 41, three- hour Dance/Drama sessions for up to 15 students
- 80, 1.5-hour Multimedia sessions exploring digital arts for up to 15 students
- A PIP Theatre Production, performed in public spaces (e.g. Tabernacle and V&A Museum) devised and performed by PIP students
- At least two public dance performances
- At least four trips to performance /arts venues in London, each engaging up to 15 students.

PIP regularly consult with student students through a range of mechanisms including twice- weekly student meetings; 1-1 student keyworker discussions; and an annual student survey. PIP work hard to meet the requests of students and their families.

The charity launched a major fundraising drive in 2017 under the banner of the "Beanstalk Campaign" with the aim of raising £1m to support the acquisition and fit out of new premises and to underpin additional running costs for 2-3 years. To date PIP has raised £553k towards that target, with support from the Mayor of London's Good Growth Fund, Portman Foundation, Laing Family Trust, corporates and individuals. PIP is actively seeking suitable premises to meet the demand for current and new students. PIP hope to secure a new Hub within Westminster by June 2019.

### **Financial Information**

Student income from local authorities equate to 57% of running costs for the current financial year. PIP's income increased in 2018-19 due to funds received designated for the Beanstalk Campaign. Implementation of PIP's fundraising strategy involves an uplift in staffing numbers with the recruitment of two fundraisers underway. Going forward, the Trustees' strategy is to work to diversify the income base, from corporates, major donors, and individual giving. Several applications are in the pipeline to several trusts and foundations.



<b>Year end as at 31 March</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
	<b>Examined Accounts</b>	<b>Draft</b>	<b>Budget</b>
<b>Income &amp; expenditure:</b>			
Income	972,465	1,187,956	1,564,000
- % of Income confirmed as at 02/04/2019	n/a	n/a	73%
Expenditure	(951,471)	(1,055,000)	(1,620,000)
<b>Total surplus/(deficit)</b>	<b>20,994</b>	<b>132,956</b>	<b>(56,000)</b>
<b>Split between:</b>			
- Restricted surplus/(deficit)	20,070	210,000	(94,000)
- Unrestricted surplus/(deficit)	924	(77,044)	38,000
	<b>20,994</b>	<b>132,956</b>	<b>(56,000)</b>
<b>Cost of Raising Funds</b>			
Cost of Raising Funds	46,446	51,000	80,000
- % of Income	4.8%	4.3%	5.1%
<b>Total expenditure</b>	<b>768,594</b>	<b>889,000</b>	<b>1,020,000</b>
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	257,521	180,477	218,477
No of months of operating expenditure	4.0	2.4	2.6
Reserves policy target	192,149	222,250	255,000
No of months of operating expenditure	3.0	3.0	3.0
<b>Free reserves over/(under) target</b>	<b>65,373</b>	<b>(41,773)</b>	<b>(36,523)</b>

Ref: 06151225

<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	9 <sup>th</sup> May 2019
<b>Subject:</b> Applications recommended for rejection	<b>Public</b>
<b>Report of:</b> Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Decision</b>
<b>Report author:</b> Scott Nixon, Head of Director's Office	

## Summary

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

## Recommendation

Members are asked to:

- Reject the grant applications detailed in the accompanying schedule

## Main Report

1. There are 6 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.

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**CBT Main Grants Recommended for Rejection**  
**City Bridge Trust Committee - 9th May 2019**  
**Summary of Recommendations for Rejection - Bridging Divides**

<b>Request Date</b>	<b>Ref &amp; Organisation</b>	<b>Purpose</b>	<b>Reason for Recommendation for Rejection</b>	<b>Grants Amount Requested &amp; Area</b>
September 2018	14993 Barry McGuigan Boxing Academy	To enable elderly residents within the Borough of Waltham Forest to combat loneliness and isolation by becoming more active through improved access to sports and physical activity.	Following full assessment and a conversation with the organisation, your Officer felt that the case made for your funding at this time was unconvincing and in some instances the information provided was contradictory.	£175,000 SAR Wandsworth
December 2018	15206 Butterfly Conservation	To enhance London's wildlife and environmental assets, and to improve wellbeing of communities by providing better access to nature, particularly butterflies and moths, though the project 'Big City Butterflies'.	With a turnover of circa £4m the latest accounts show free unrestricted reserves of £1.8m plus an additional pot of £2.8m in designated unrestricted reserves, some of which could be released to fund this request.	£11,108 CR Outside London
November 2018	15080 Mind the Gap	Creative Engagement programme delivering ambitious arts-based workshops for people with and without learning disabilities in the lead up to a large-scale performance exploring learning disability and parenthood.	Proposal is from an organisation based in Bradford to organise theatre performances in London, involving disabled people. Some of the funds requested would go to other organisations, which you do not usually permit, whilst your usual approach is to not support organisations based outside London to do work where London-based organisations are already doing similar work.	£16,000 CR Outside London

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested	Officer & Area
<i>Total Connecting the Capital (3 items)</i>				£202,108	
<b><u>Positive Transitions</u></b>					
Oct 2018	15070 Cats Protection	Our cat fostering service, Paws Protect, provides an essential service for people who want to flee domestic abuse but will not leave whilst their pet is still in the home.	The proposal does not make a convincing case as to how the work meets your priorities. The latest accounts show £26.5m held in unrestricted free reserves against a policy to hold £12m.	£105,126	CR Outside London
November 2018	15168 In Touch/Kids United	Running costs for the Kids United (KU) activities; providing support and respite to young carers/ siblings of disabled children.	The proposal is focused on delivering services to siblings of disabled people themselves, hence it falls outside your priorities.	£15,000	CR Hackney
Oct 2018	15060 vInspired	To empower vulnerable, disadvantaged young Londoners, aged 14-24, to improve their resilience across emotional and life stage transitions, through social action and supported skills development.	Organisation went into liquidation soon after submitting this application.	£137,441	CR Lambeth
<i>Total Positive Transitions (3 items)</i>				£257,567	
<b>Grand Totals (6 items)</b>				<b>£459,675</b>	

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<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	9 <sup>th</sup> May 2019
<b>Subject:</b> Funds approved or declined under delegated authority	<b>Public</b>
<b>Report of:</b> Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Information</b>
<b>Report author:</b> Scott Nixon, Head of Director's Office	

## Summary

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

## Recommendation

Members are asked to:

- Receive this report and note its contents

## Main Report

Following the approval of the Court of Common Council on 16<sup>th</sup> October 2014, the Chief Grants Officer may make decisions on applications of up to £10,000. Decisions on applications of over £10,000 and up to £25,000 may be 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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Head of Director's office  
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**Requests Approved ≤ £10K**

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St Barnabas Parochial Church <i>Approved 17/04/2019</i>	£980 to commission an independent Access Audit and design appraisal
Urban Partnership Group <i>Approved 10/04/2019</i>	£3,800 over two years (3,800 x 1) to provide an Eco-Audit.
Sport4Health Community Interest Company <i>Approved 04/04/2019</i>	£9,920 to provide weekly badminton sessions for 2hpw for older people at the Battersea Sports Centre.
Friends of Attend ABI <i>Approved 09/04/2019</i>	£9,900 to run music and creative writing sessions for individuals with an acquired brain injury.

**Requests Approved £10K - £25K**

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Foundation for Social Improvement <i>Approved 04/04/2019</i>	23,600 over two years (£11,800 x 2) towards the costs of providing a range of training courses and workshops for London Based charities.
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**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 2019	£24,600	4	£23,600	1	0	0
<b>Total for year to date</b>	<b>£24,600</b>	<b>4</b>	<b>£23,600</b>	<b>1</b>	<b>0</b>	<b>0</b>



## Appendix 1: Applications rejected under delegated authority since the last Committee

Shooting Star CHASE (Eco-audit request – Declined 09/05/2019)	This is a relatively large organisation with strong reserves, which has already undertaken a lot of work to improve environmental sustainability.
United Kingdom & Europe World Literacy Foundation (Small Grant Request – Declined 09/05/2019)	Grant request over and above funds available on Small Grant programme. An unclear proposal.
Ethnic Minorities Partnership (Small Grant Request – Declined 09/05/2019)	A large grant request over and above funds available as small grants program. Income level has dropped considerably since 2014, which is a cause for concern
The Geological Society of London (Access audit request – Declined 09/05/2019)	Funds requested could be met from own reserves.

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<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	9 <sup>th</sup> May 2019
<b>Subject:</b> Withdrawn & Lapsed applications	<b>Public</b>
<b>Report of:</b> Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Information</b>
<b>Report author:</b> Scott Nixon, Head of Director's Office	

## 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 / Withdrawal Reason

#### Withdrawn Applications

National Youth Theatre of Great Britain (NYT)

Undertake an independent access audit ahead of a major redevelopment project to transform NYT's Holloway Road home into a world-class Production House for Young People. –

*Organisation has withdrawn the application as it can fund the audit from its own reserves.*

Thames21

Reaching out to and connecting London's diverse communities with the River Thames, foreshores and environments by developing and delivering a tailored, year-round range of cultural activities that reconnect and involve.

*Following discussion with your officer the applicant has withdrawn the proposal in order to re-design the Project so that it is more likely to*

*achieve the desired outcomes. A new application is expected in due course.*

Brent Play Association

Providing opportunities for young people (from 8-25 years) who have a range of special needs, which will lead them to greater independence, increased confidence, new skills, integration and broader social networks.

*The applicant opted to withdraw its application with a view to submitting a more suitable application in the future.*

The Musical Museum

We require an access audit to review accessibility in our museum, and specifically review the feasibility of installing a stair lift to our office. -

*Application withdrawn following a conversation with the applicant.*

### **Lapsed Applications**

London Wildlife Trust

The funding will enable LWT to deliver 5 key activity strands at Woodberry Wetlands (WW), centred around outdoor education for the local community in Hackney.

*The organisation has failed to respond to requests for information within a reasonable timeframe.*

Junior League of London

We improve the supplies and the moral of Londoners most in need at Christmas by receiving hampers filled with food, toiletries and a personalised gift.

*Application lapsed as information required was not forthcoming.*

**Total Withdrawn Applications: 4**

**Total Lapsed Applications: 2**

<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	9 <sup>th</sup> May 2019
<b>Subject:</b> Variations to grants/funds awarded	<b>Public</b>
<b>Report of:</b> Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Information</b>
<b>Report author:</b> Scott Nixon, Head of Director's Office	

## Summary

This report informs Members of 1 grant where a variation has been agreed by the Chief Grants Officer since your last meeting and a correction to a previous report, to note.

## 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 previously agreed by your Committee.

### **Greater London Authority (GLA)**

In January 2019 you agreed a grant of £300,000 to the GLA as part of your wider support of the Mayor's Young Londoners Fund (YLF). This grant was to match-fund similar investment by the GLA to support the networks of those groups funded through the YLF and was initially agreed to be released in sums of £150,000; £100,000; £50,000. Subsequent negotiations with the GLA has determined that release of the grant would be more appropriate at £120,000; £100,000; £80,000 which has now been agreed.

### **Elfrida Rathbone Camden – To Note**

At your March meeting it was reported that a sum of £1,000 had been written back from the original eco-audit funding to this organisation, as they had not taken part in the final stage of the audit. This was an error and, in fact, the audit is still ongoing. Your financial records have been amended accordingly.

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<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	9 <sup>th</sup> May 2019
<b>Subject:</b> Report on Learning visits	<b>Public</b>
<b>Report of:</b> Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Information</b>
<b>Report author:</b> Ruth Feder, Head of Impact and Learning	

## Summary

This report introduces learning visit reports for – St Clement and St James Community Development Project and Age UK Wandsworth.

## 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. St Clement and St James Community Development Project: supported under your Investing in Londoners programme “English for Speakers of Other Languages”
  - b. Age UK Wandsworth Advice Programme: supported under your Investing in Londoners programme “Advice and Support”

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**Learning visit report**  
**St Clement and St James Community Development Project 13139**

<b>1.1 Visit Date:</b> 03/10/18	<b>1.2 Name of visiting Funding Manager:</b> Julia Mirkin	<b>1.3 People met with:</b> CEO and CPO
<b>1.4 Programme Area &amp; Outcomes:</b> English for Speakers of Other Languages\More people with improved English language skills\More people participating in the wider community		
<b>1.5 Purpose of the award:</b> £94,500 over three years towards the salary of the full-time Adult Learning Manager and a contribution to project on-costs.		
<b>Grant start date: 31/05/2016</b>		<b>Grant end date: 31/05/2019</b>
<b>Project progress and difference made</b>		
<p><b>2.1 Project Outcome 1:</b> 96 people will achieve ESOL accreditation, improving English language skills, and their confidence in accessing the wider community and services.</p> <p><b>Progress made:</b> Over the last academic year, 130 learners achieved ESOL accreditation.</p>		
<p><b>2.2 Project Outcome 2:</b> 93% of learners will meet individual learning targets, improving English language skills, improving confidence, and become more able to access the wider community and services.</p> <p><b>Progress made:</b> 98% of learners met their individual learning targets during the last academic year.</p>		
<p><b>2.3 Project Outcome 3:</b> At least 90% will move onto a higher-level language course, or training (at ClementJames or elsewhere), or progress into employment.</p> <p><b>Progress made:</b> 99% of the Grantee's learners in the last academic year achieved this outcome.</p> <p>Following the fire at Grenfell Tower, students showed even more commitment to their studies. It was thought that this was related to a real desire to achieve something tangible and to the desire to engage with a service that offered consistency and stability in such a time of turmoil.</p>		
<p><b>2.4 Project Outcome 4:</b> 70 will receive extra support, or Information, Advice and Guidance, allowing them to overcome language barriers, and use the wider services on offer.</p>		

**Progress made:** 100% of learners accessed additional support offered by the Grantee.

**Impact and learning: Funding Manager comments**

**Impact:** The impact of the grant was described as 'huge' because a large proportion of local people have very low levels of or no English, which is extremely isolating. The less formal learning environment is very important for these beneficiaries, for whom college is too intimidating and most are younger than 25, with many years of employment ahead.

**Learning:** The Grantee reported learning about the vulnerability of its learners, which has led to employment of a Safeguarding Officer. The Grantee emphasised the need for face-to-face debt advice (as opposed to telephone support) for people with English as a second language. ClementJames also employed a Staff Support Worker, who is a qualified counsellor, to support staff who have been exposed to trauma at work. 24 learners lost their lives in the fire at Grenfell Tower and staff were offered grief and bereavement training and support.

**Knowledge: *is there any relevant knowledge for CBT's wider grant-making e.g. local or subject specialist knowledge?*** Employers value functional skills courses more than ESOL as they offer students practical knowledge and vocabulary for work. ESOL can be offered through functional skills courses.

An increasing number of people are slipping into debt due to universal credit and that the disruption caused by rehousing families outside of the borough, often at very short notice, is acute for ESOL learners and their families.

School exclusions or 'managed moves' are becoming an increasing problem and appeals or managing this is extremely difficult for families for whom English is an additional language. Locally, school exclusions appear to be disproportionately affecting boys from BME backgrounds. This has also been linked anecdotally to increases in knife crime in the local area.

**Total assets: *is there anything else CBT can do to support the organisation?*** Mentoring or coaching for senior staff, also people management, conflict resolution, strategic development, presentations and public speaking.

**Learning visit report  
Age UK Wandsworth 12658**

<b>1.1 Date of visit:</b> 10/07/18	<b>1.2 Name of visiting Funding Manager:</b> Ciaran Rafferty	<b>1.3 People met with:</b> RC; PB
<b>1.4 Programme Area &amp; Outcomes:</b> Reducing Poverty\More people accessing debt and legal services		
<b>1.5 Purpose of the award:</b> £117,600 over three years towards the salary and running costs of expanding the Advice and Support Service.		
<b>Grant start date: 01/11/2015</b>		<b>Grant end date: 01/11/2018</b>
<b>Project progress and difference made</b>		
<p><b>2.1 Project Outcome 1:</b> Older people in Wandsworth will experience reduced stress and anxiety as a result of better access to advice on benefits, housing, finance and local services, leading to improved wellbeing.</p> <p><b>Progress made:</b> Following a feedback questionnaire 30% of those responding reported reduced stress and anxiety and 37% said they worried less about financial issues. 33% reported an improvement in wellbeing and 15% an improvement in their health as a result of using this service. On average, the project provided 700 face to face advice sessions, around 900 telephone enquiries and 3,000 information leaflets.</p>		
<p><b>2.2 Project Outcome 2:</b> Older people in Wandsworth on low incomes will have improved economic wellbeing as a result of increased levels of income generated by advice services.</p> <p><b>Progress made:</b> In one 12-month period the charity recorded c£700,000 in benefit gains.</p>		
<p><b>2.3 Project Outcome 3:</b> Older people in Wandsworth have improved confidence and self-esteem, as a result of having more choice and control over the issues that affect them, helping them to live more independently.</p> <p><b>Progress made:</b> From the questionnaire mentioned above 41% of respondents reported that their confidence had improved and 18% said that if they were in a similar situation in the future they would be better able to deal with it. 88% said they were now more confident about going for help and knowing where to go.</p>		
<p><b>2.4 Project Outcome 4:</b> Reduced isolation amongst older people through providing a gateway to</p>		

other Age UK Wandsworth services such as Be a Friend, Out and About, Carers' Support and Garden Friends and other local services.

**Progress made:**

11% said they were more able to socialise as a result of benefitting from the service and 37% went on to use other services provided by the charity.

**Impact and learning: Funding Manager comments**

**Impact:** This has been a very important and heavily-used project and has covered a range of issues presented by service users through a holistic approach. The project is all the richer and more valuable for taking this approach but there are, of course, implications on a small-staffed service and organisation – especially where some older people need quite significant hand-holding.

**Learning:** There has been an increase in demand on the project since the previous year – usually arising from new welfare legislation and processes which many older people (and their families) have found very difficult to navigate and access as some new systems are very complex. The organisation has said there has been a notable increase in the number of older people in dire poverty. Over the full period of the grant the charity has seen problems faced by clients being more complex and more experiencing crisis.

**Learning for the City Bridge Trust:** Older people in need are experiencing more complex issues and that there are difficulties and hardships caused for those in their 60s, still of working age but not working, or in very low paid part-time work. Staff in agencies such as this and in advice services in general will have more demands on their time and will often have to deal with more complex cases. It is interesting to note, also, that this client group are reluctant to seek support using digital means/new technology which, if they were to embrace, may help organisations such as this to meet increasing demand.

<b>Committee</b>	<b>Dated:</b>
City Bridge Trust Committee	8 May 2019
<b>Subject:</b> City Bridge Trust Communications & Events attended	<b>Public</b>
<b>Report of:</b> The Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Information</b>
<b>Report author:</b> Catherine Mahoney, Charity and Philanthropy 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 05/03/19 and 24/04/19 against each of the four key audiences identified in your Communications Strategy. This shows continued levels of engagement against all four audiences.

#### Regulators & Politicians audience

2. With regards to the Regulators & Politicians audience, your Members and Officers attended several events. Several London Boroughs were visited, including Hounslow, Camden and Lambeth, whereupon Officers and Members met with Council Leaders and associated charities covering a range of issues, and visiting funded projects. Your Chair and Vice-Chairman visited several boroughs and projects including the Triangle Playground (Lambeth), Chaos Theory (Waltham Forest) and Baobab Centre for Young Survivors in Exile (Islington).

## **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 grants were highlighted by several London regional media: including £123,600 to Freightliners City Farm, and an £84,000 grant to Blind in Business, supporting visually impaired graduates into work. The unique grant to Survivors UK (£120,000) for counselling services got coverage in both Charity Update and The Evening Standard.
5. A visit to Lambeth Triangle playground by Chair Alison Gowman and Deputy Chairman Dhruv Patel created coverage in both Charity Today and South London Press.

## **External Events Register**

6. Officers and Members attended a range of internal and external meetings during the period in question.
7. Chair Alison Gowman and Funding Manager Shegufta Slawther attended several meetings at the Prince's Trust including a Dinner at Buckingham palace hosted by HRH Prince Charles and the Prince's Trust Awards at the London Palladium.
8. Officer Jenny Field attended the annual conference and reception to mark 100 years of the National Council for Voluntary Organisations, also attended by HM the Queen.
9. A full list of external events attended by officers and Members on behalf of the Trust can be found at Appendix 3.

## **Catherine Mahoney**

Charity and Philanthropy Communications Manager

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## Appendix 1: Key Audience Groups

Audience	Face to face	Online and Printed Media channels	Online content
Londoners	All recent events were attended by Londoners. A full list can be found in the External Events table report (Appendix 3).	<ul style="list-style-type: none"> <li>• Barking and Dagenham Post</li> <li>• City A.M.</li> <li>• City Matters</li> <li>• Evening Standard</li> <li>• Ilford Recorder</li> <li>• Islington Gazette</li> <li>• Newham Recorder</li> <li>• Romford Recorder</li> <li>• South London Press</li> <li>• The Guardian</li> </ul>	<p>CBT Twitter:</p> <ul style="list-style-type: none"> <li>• 6905 followers (up by 193 since last meeting)</li> <li>• 95.3k impressions between 05/03 – 24/04</li> </ul> <p>CBT Website:</p> <ul style="list-style-type: none"> <li>• 5812 users</li> <li>• 8480 sessions</li> <li>• 28,338 page views</li> </ul>
Regulators & politicians	<ul style="list-style-type: none"> <li>• LB Hounslow</li> <li>• GLA</li> <li>• London Councils</li> <li>• LB Camden</li> <li>• LB Waltham Forest</li> <li>• LB Lambeth</li> <li>• LB Brent</li> <li>• RB Greenwich</li> <li>• LB Islington</li> <li>• City University of London</li> <li>• Charity Tax Group</li> </ul>	<ul style="list-style-type: none"> <li>• Evening Standard</li> <li>• FE News</li> <li>• The Guardian</li> </ul>	n/a

Audience	Face to face	Online and Printed Media channels	Online content
Immediate stakeholders**	<ul style="list-style-type: none"> <li>• The Clothworkers Company</li> <li>• Prince's Trust</li> <li>• Heart of the City</li> <li>• Kiyan Prince Foundation</li> <li>• Barnet Together (Funders Fair)</li> <li>• Providence Row</li> <li>• Commonwealth Eye Health Consortium</li> <li>• City of London</li> <li>• NCVO</li> <li>• Partnership for Young London</li> <li>• Mansion House</li> <li>• International Cricket Council/UNICEF</li> </ul>	<ul style="list-style-type: none"> <li>• Charity Digital News</li> <li>• Charity Today</li> <li>• Charity Update</li> <li>• City A.M.</li> <li>• City Matters</li> <li>• Civil Society</li> <li>• UK Fundraising</li> </ul>	<ul style="list-style-type: none"> <li>• News items on the CoL intranet and e-bulletin.</li> <li>• Regular updates in the Members' Briefing.</li> </ul>
Other funders, policy makers & key commentators	Meetings & events with various funders including: <ul style="list-style-type: none"> <li>• Lloyds Bank Foundation</li> <li>• Hoare's Bank</li> <li>• PACT</li> <li>• ACF</li> <li>• CAST</li> </ul>	<ul style="list-style-type: none"> <li>• Charity Digital News</li> <li>• Charity Today</li> <li>• Charity Update</li> <li>• Civil Society</li> <li>• FE News</li> <li>• UK Fundraising</li> </ul>	n/a

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

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



**Appendix 2: Media Coverage**  
**5<sup>th</sup> March – 24<sup>th</sup> April 2019**

Organisation / Topic	Publication & Weblink	Readership / Audience	Detail	Coverage	Date
Freightliners City Farm	<a href="#">Islington Gazette</a> [viewable internally]	6,496	Alison Gowman, Chair of the City Bridge Trust Committee, is quoted following the award of a £123,600 grant to Islington's Freightliners City Farm to support its education and community projects.	Local	08/03
Glasgow UK2030's	<a href="#">Glasgow Live</a>	n/a	Alison Gowman, Chair of City Bridge Trust, is listed as one of the attendees of UK2030's, a project bringing together employers, educators, government and the youth sector to examine areas including health and wellbeing, crime, housing, and personal finances.	Local	12/03
Ethical Property Foundation's Charity	<a href="#">City Matters</a>	20,000	A piece is included on new research published by the Ethical Property Foundation's charity and funded by City Bridge Trust, the City of London Corporation's charitable arm, about London's voluntary sector. The piece mentions the charity offering free property workshops, and affordable property health checks for non-profit tenants - which is also funded by City Bridge Trust.	Local	12/03

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Local motion collaboration	<a href="#">Civil Society</a>	12,000	City Bridge Trust, the City of London Corporation's charitable arm, is mentioned as one of six grant-makers recruiting a cross-foundation director to help the foundations pool knowledge and resources.	Trade	14/03
Heart of the city	<a href="#">City A.M.</a>	513,861	Lord Mayor Peter Estlin writes about the importance of small and medium-size enterprises and their impact on the agenda of responsible business. Heart of the City, funded by the City Corporation, and City Bridge Trust, are both referenced.	London	18/03
Blind in Business	<a href="#">FE News</a>	10,089	Coverage of City Bridge Trust's grant to charity Blind in Business to support graduates with visual impairments into work is included. Alison Gowman, Chair of City Bridge Trust is quoted.	Trade	19/03
Blind in Business	<a href="#">Charity Today</a>	33,000	As Above.	Trade	20/03
Maternity Action	<a href="#">Charity Today</a>	33,000	As story is included about City Bridge Trust, the City of London Corporation's charitable funder, awarding Islington-based Maternity Action £138,000 for a London helpline supporting pregnant women with employment advice. Chair of the City of London Corporation's City Bridge Trust Committee Alison Gowman is quoted.	Trade	22/03
Maternity Action	<a href="#">FENews</a>	10,089	As Above.	Trade	22/02

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Central Grants Programme	<a href="#">City Matters</a> [viewable internally only]	20,000	Coverage about the City Corporation's Central Grants Programme, which has awarded 12 voluntary groups funding to projects supporting community, cultural, environmental, educational, and employment projects across London. City Bridge Trust is also mentioned. Graeme Smith, Chairman of the City Corporation's Open Spaces Committee, is quoted.	Local	25/03
Maternity Action	<a href="#">Charity Today</a>	33,000	Charity Today reported that City Bridge Trust, the City of London Corporation's charitable funder, has awarded Islington-based Maternity Action £138,000 for a London helpline supporting pregnant women with employment advice. Alison Gowman, Chair of the City Bridge Trust Committee, is quoted.	Trade	22/03
Brentford Community FC	<a href="#">The Guardian</a>	136,834	An article in <i>The Guardian</i> mentions City Bridge Trust following an interview with Britain's only full time deaf football coach.	National	26/03
Women in Prison (WIP)	<a href="#">FENews</a>	10,089	FENews quotes Alison Gowman, Chair of the City Bridge Trust Committee, following a £446,000 grant being awarded to Women in Prison (WIP) by the City Bridge Trust.	Trade	02/04
Lambeth Triangle Adventure Playground community project	<a href="#">Charity Today</a>	33,000	Alison Gowman, Chair of the City Corporation's City Bridge Trust Committee and Dhruv Patel, Deputy Chairman of the City Bridge Trust Committee, are mentioned in a piece following a tour of the capital's oldest adventure playground which has become a hub for hundreds of local children to learn and play.	Trade	05/04

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The Dormant Assets Scheme	<a href="#">Civil Society</a>	12,000	The City Bridge Trust is mentioned following news the government has published an independent report commissioned from finance industry champions setting out how to expand the dormant assets scheme and release more funds for “good causes.	Trade	05/04
Blind in Business	<a href="#">City Matters</a>	20,000	A story is included about City Bridge Trust, the City of London Corporation’s charitable funder, awarding £84,000 to the Blind In Business Charitable Trust to pay for one-to-one sessions with the charity’s experts in sight loss and job training	Local	07/04
Thames Discovery Programme	<a href="#">Current Archeology</a>		The City Bridge Trust is mentioned in a piece about the Thames Discovery Programme – whose volunteers record the archaeology of the Thames foreshore.	Trade	05/04
SurvivorsUK	<a href="#">Charity Update</a>		The City Bridge Trust is referenced in Charity Update after it awarded <i>SurvivorsUK</i> £120,000 for counselling services for male survivors of sexual abuse. Alison Gowman, Chair of the City of London Corporation’s City Bridge Trust Committee is quoted.	Trade	9/04
SurvivorsUK	<a href="#">Evening Standard</a>	858,504 daily	The City Corporation is mentioned in a piece in the <i>Evening Standard</i> after it’s charitable funder, the City Bridge Trust, awarded SurvivorsUK £120,000 for counselling services for male survivors of sexual abuse.	London	12/04

Organisation / Topic	Publication & Weblink	Readership / Audience	Detail	Coverage	Date
Inspiring Impact Programme	<a href="#">UK Fundraising</a>	33,000	<i>UK Fundraising</i> runs an article about the Inspiring Impact programme's launch of a new website today, offering a suite of free guides to help small and medium sized charities measure the impact of their work. City Bridge Trust, the City Corporation's charitable arm, is referenced as one of the funders.	National Trade	15/04
Inspiring Impact Programme	<a href="#">Charity Digital News</a>		As above	Trade	15/04
Inspiring Impact Programme	<a href="#">Charity Update</a>		As above	Trade	15/04
Blind in Business	<a href="#">Ilford Recorder</a>	4,099	Continuing coverage of City Bridge Trust's £84,000 grant to charity Blind in Business to support graduates with visual impairments into work. Alison Gowman, Chair of City Bridge Trust is quoted.	Regional-North east London	15/04
Blind in Business	<a href="#">Newham Recorder</a>	8,900	As above	Regional	15/04
Blind in Business	<a href="#">Romford Recorder</a>	21,000	As above	Regional - Essex	15/04
Blind in Business	<a href="#">Barking and Dagenham Post</a>	5,157	As above	Regional	15/04

Organisation / Topic	Publication & Weblink	Readership / Audience	Detail	Coverage	Date
Lambeth Triangle Adventure Playground community project	<a href="#">South London Press.</a> [Viewable internally only]	22,500	The Chair of City Bridge Trust, Alison Gowman, and Deputy Chair Dhruv Patel are both mentioned in a story speaking about their visit to Lambeth's Triangle Adventure Playground community project, which is part funded by the trust.	Regional	23/04

**Appendix 3: Events attended**  
**5<sup>th</sup> March – 24<sup>th</sup> April 2019**

<b>Date</b>	<b>Host Organisation</b>	<b>Type of Event</b>	<b>City of London's Representative</b>	<b>Location/Borough</b>	<b>Summary</b>
05/03/19	The Clothworkers Company	Dinner	David Farnsworth, Tim Wilson	Clothworkers Hall, City of London	A dinner hosted by the Master of the Clothworker Company for Masters and Clerks.
06/03/19	LB Hounslow	Meeting	Alison Gowman, David Farnsworth	Hounslow	Visit to meet Leader of Hounslow Council, Steve Curran and colleagues to discuss CBT and City matters
07/03/19	Prince's Trust	Meeting	Alison Gowman	City of London	A meeting of the Prince's Trust advisory board.
07/03/19	Heart of the City	Reception	Alison Gowman	Bank of England	An event to launch a new business plan hosted by Mark Carney, Governor of the Bank of England and Co-President of Heart of the City.
11/03/19	Prince's Trust	Visit	Alison Gowman	Glasgow	Visit to meet projects with the Prince's Trust taskforce into young people UK 2030.

<b>Date</b>	<b>Host Organisation</b>	<b>Type of Event</b>	<b>City of London's Representative</b>	<b>Location/Borough</b>	<b>Summary</b>
12/03/19	The Prince's Trust	Programme Workshop	Shegufta Slawther	Poplar, LB Tower Hamlets	'Seeing is Believing' – example workshop for key stakeholders.
12/03/19	London Plus / GLA	Morning Workshop	Jenny Field	City Hall, SE1	A meeting of the Civil Society Infrastructure Network on the theme of digital leadership.
13/03/19	The Prince's Trust	Dinner	Alderman Alison Gowman, Shegufta Slawther	Buckingham Palace	Dinner hosted by HRH Prince Charles for supporters of The Prince's Trust
13/03/19	The Prince's Trust	Prince's Trust Awards	Shegufta Slawther, Sandra Davidson, Kristina Drake	Palladium Theatre	Annual Prince's Trust Awards Ceremony attended by celebrities and HRH The Prince of Wales.
13/03/19	ACF	Stronger Foundations – impact and learning group	Jemma Grieve Combes	Camden	Part of time-limited flagship project to identify excellent practice for grant-makers. This session focused on grantee feedback.
15/03/19	GLA	Funding panel	Ciaran Rafferty	City Hall	A meeting of panel members to review funding criteria for the next round of the Young Londoners Fund
19/03/19	ACF	Meeting	Tim Wilson	Barrow Cadbury Trust	A meeting of ACF's Poverty Issue Based Network looking at changes and challenges in voluntary sector advice provision.



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19/03/19	Kiyan Prince Foundation	Event	Alison Gowman	Old Bailey	Attended a celebration of Dr Mark Prince OBE, founder of the Kiyan Prince Foundation working against knife crime.
20/03/19	London Councils	Meeting	Alison Gowman	London Councils, Southwark	A regular meeting of the London Councils grants committee.
20/03/19	Prince's Trust	Event	Alison Gowman	Soho Hotel, Westminster	An enterprise event attended by Victoria Beckham.
22/03/19	LB Waltham Forest	Visit	Alison Gowman, Dhruv Patel & David Farnsworth	Waltham Forest	A visit to grantee Chaos Theory to meet representatives of the charity and LB Waltham Forest.
25/03/19	LB Camden	Meeting	Dhruv Patel	Camden	Accompanied the Chair of Policy & Resources Catherine McGuinness to a meeting with the Leader of LB Camden.
25/03/19	Barnet Together	Funders Fair	Shegufta Slawther, Samantha Grimmatt-Batt	Finchley Central	Your officer gave a presentation on the Trust's Bridging Divides programmes.

<b>Date</b>	<b>Host Organisation</b>	<b>Type of Event</b>	<b>City of London's Representative</b>	<b>Location/Borough</b>	<b>Summary</b>
26/03/19	Providence Row	Visit	Dhruv Patel	Dellow Centre, Tower Hamlets	A visit on behalf of Community & Children's Services Committee to an organisation funded previously by the Trust.
28/03/19	Lloyds Bank Foundation	Learning event	Ruth Feder, Tim Wilson	Docklands	Presentations by Lloyds about the learning from their 5-year Funder Plus programme
28/03/19	Commonwealth Eye Health Consortium	Reception	David Farnsworth	St James' Palace	Reception to mark the achievements of the Commonwealth Eye Health Consortium
28/03/19	City of London	Dinner	David Farnsworth, Karen Atkinson	Mansion House	Dinner to meet the Masters, Prime Wardens and Upper Bailiff of the Livery Companies
28/03/19	LB Lambeth	Visit	Alison Gowman, Dhruv Patel & Jenny Field	Lambeth	A visit to grantee Triangle Adventure Playground to representatives of the charity and LB Lambeth.
29/03/19	Prince's Trust	Visit	Alison Gowman	Bristol	A visit to meet enquiry colleagues to write report for the Prince's Trust taskforce into young people UK 2030

Date	Host Organisation	Type of Event	City of London's Representative	Location/Borough	Summary
01/04/19	City University of London	Dinner	David Farnsworth and Fiona Rawes	Mansion House	The annual Rector's Dinner attended by over 250 staff, alumni, friends and supporters of City University, hosted by The Rt. Hon. The Lord Mayor Alderman Peter Estlin.
02/04/19	Cast	Design Hop Workshop	Carole Wilkins	Mansion House	Discussion on digital changes and Funding Requirements.
02/04/19	NCVO	Reception following annual conference	Jenny Field	Windsor Castle, Berkshire	A reception to mark 100 years of the National Council for Voluntary Organisations (NCVO), attended by HM The Queen, accompanied by The Princess Royal and The Duke and Duchess of Gloucester.
03/04/19	LB Brent	Visit	Alison Gowman	Brent	A visit to meet Leader of LB Brent Mohammed Butt and Brent CEO with Catherine McGuinness to discuss City and CBT matters.
04/04/19	Hoare's Bank	Meeting	Alison Gowman, Fiona Rawes	City of London	A meeting with Alexander Hoare and Rennie Hoare to discuss philanthropy.
06/04/19	Partnership for Young London	Event	Alison Gowman	Old Bailey	An event to debate lowering the age of voting attended by young people from across the UK.

Date	Host Organisation	Type of Event	City of London's Representative	Location/Borough	Summary
11/04/19	PACT	Lecture	Alison Gowman	Old Bailey	The annual Sir Harold Wood Memorial Lecture given by the HH Judge Nicholas Hilliard QC.
12/04/19	Mansion House	Roundtable	Shegufta Slawther	Mansion House	UK CDI Roundtable & Reception
16/04/19	CAST – Centre for Acceleration of Social Technology	Funder Design Hop	Dhruv Patel, Fiona Rawes, Samantha Grimmett Batt	Mansion House	Hosted in association with City of London, ACF and London Funders. A workshop type event exploring some of the practical challenges and opportunities when funding digital. In total around 50 funders attended over the course of 3 sessions.
16/04/19	International Cricket Council / UNICEF.	Launch	Alison Gowman	Livery Hall, Guildhall	The launch of the OneDay4Children initiative using the 2019 Cricket World Cup to raise funds for projects helping children in developing nations.
23/04/19	RB Greenwich	Meeting	Alison Gowman	Greenwich	Accompanied Catherine McGuinness to meeting with the Leader of RB Greenwich, Danny Thorpe.
24/04/19	LB Islington	Visit	Alison Gowman, David Farnsworth	Islington	A visit to grantee Baobab to meet representatives of the charity and LB Islington Leader Richard Watts.

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14/03/19	Charity Tax Group	Directors Board meeting	Karen Atkinson	Church House, Westminster	Quarterly Directors Board Meeting
04/04/19	Charity Tax Group Annual Conference	Annual Conference	Karen Atkinson	Offices of the Wellcome Trust	Annual Conference with guest speakers from various charities, sector bodies, professional advisors & HMRC. Key note speech by Robert Jenrick MP, Exchequer Secretary to the Treasury (responsible for charity taxation)

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