



The City Bridge Trust Committee

Date: THURSDAY, 25 JULY 2019
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

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

Next Meetings: 26 Sept 2019 11 Oct 2019 28 Nov 2019
(Strategic Away Half-Day)

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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 1pm

**John Barradell
Town Clerk and Chief Executive**

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To agree the public minutes and non-public summary of the meeting held on 9 May 2019.
For Decision
(Pages 1 - 10)
4. **OUTSTANDING ACTIONS**
Report of the Town Clerk
For Information
(Pages 11 - 12)
5. **PROGRESS REPORT**
Report of the Chief Grants Officer & Director of City Bridge Trust (CGO)
For Decision
(Pages 13 - 18)
6. **CURRENT BACKLOG IN BRIDGING DIVIDES APPLICATIONS**
Report of the CGO
For Decision
(Pages 19 - 30)
7. **STRATEGIC DIRECTION FOR IMPACT AND LEARNING**
Report of the CGO
For Decision
(Pages 31 - 36)
8. **REVIEW OF BRIDGING DIVIDES VALUES**
Report of the CGO
For Decision
(Pages 37 - 40)
9. **FINANCIAL POSITION OF CBT IN RESPECT OF THE QUARTER ENDED 30TH JUNE 2019**
Report of the CGO and the Chamberlain
For Information
(Pages 41 - 46)
10. **GRANTS BUDGET AND APPLICATIONS TODAY**
Report of the CGO
For Information
(Pages 47 - 50)

11. **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 51 - 56)

- a) Community Links Bromley (Pages 57 - 64)
- b) Body & Soul (Pages 65 - 66)
- c) CLIC Sargent (Pages 67 - 70)
- d) Ealing Law Centre (Pages 71 - 72)
- e) Latin American Women's Rights Services (LAWRS) (Pages 73 - 74)
- f) North Kensington Law Centre (Pages 75 - 76)
- g) Children England (Pages 77 - 80)
- h) Claremont Project (Islington) (Pages 81 - 82)
- i) Covent Garden Dragon Hall Trust (Pages 83 - 84)
- j) Crafts Council (Pages 85 - 86)
- k) CREATE London (Pages 87 - 88)
- l) Headway East London (Pages 89 - 90)
- m) Irish Elderly Advice Network (Pages 91 - 92)
- n) Islington Boat Club (IBC) (Pages 93 - 94)
- o) London Legal Support Trust (Pages 95 - 98)
- p) St Gabriel's Parish House Trust (Pages 99 - 100)
- q) Stepney City Farm Ltd (Pages 101 - 104)
- r) Stratford Circus Arts Centre (Pages 105 - 106)
- s) The French Protestant Church of London (Pages 107 - 108)
- t) The Horse Rangers Association (Hampton Court) Limited (Pages 109 - 110)
- u) Young Barnet Foundation (Pages 111 - 112)
- v) Young Brent Foundation (Pages 113 - 114)
- w) Young Ealing Foundation (Pages 115 - 116)
- x) Young Harrow Foundation (Pages 117 - 118)
- y) Young Westminster Foundation (Pages 119 - 120)
- z) Advocacy in Greenwich (Pages 121 - 122)

- aa) Albert Kennedy Trust (Pages 123 - 124)
- bb) British Refugee Council (Pages 125 - 128)
- cc) Centrepont Soho (Pages 129 - 130)
- dd) Embrace CVOC (Child Victims of Crime) (Pages 131 - 132)
- ee) Evergreen Play Association Ltd (Pages 133 - 134)
- ff) Islington Mind (Pages 135 - 138)
- gg) Nafsiyat Intercultural Therapy Centre (Pages 139 - 140)
- hh) Prison Advice and Care Trust (Pages 141 - 142)
- ii) Shpresa Programme (Pages 143 - 144)
- jj) St Clement and St James Community Development Trust (Pages 145 - 146)
- kk) Sycamore Trust UK (Pages 147 - 148)
- ll) Trailblazers Mentoring Ltd (Pages 149 - 150)
- mm) Waterloo Community Counselling (Pages 151 - 154)
- nn) Strategic Initiative - London Legal Support Trust (Pages 155 - 160)
- oo) Strategic Initiative - Participatory City Foundation (Pages 161 - 168)
- pp) Strategic Initiative - Social Enterprise UK (Pages 169 - 174)

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

For Decision/Information

- a) Applications Recommended for Rejection (Pages 175 - 186)
- b) Funds Approved or Declined Under Delegated Authority (Pages 187 - 190)
- c) Withdrawn and Lapsed Applications (Pages 191 - 194)
- d) Variations to Grants/Funds Awarded (Pages 195 - 196)
- e) Grants Analysis, Trends and Management (Pages 197 - 200)
- f) City Bridge Trust Communications & Events Attended (Pages 201 - 216)

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

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

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

Part 2 - Non-Public Agenda

16. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 9 May 2019.
For Decision
(Pages 217 - 218)
17. **PIPELINE OF PRO-ACTIVE STRATEGIC GRANTS**
Report of the CGO
For Information
(Pages 219 - 220)
18. **BRIDGE HOUSE ESTATES STRATEGIC REVIEW - UPDATE TWO**
Report of the Town Clerk & Chief Executive
For Information
(Pages 221 - 226)
19. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
20. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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THE CITY BRIDGE TRUST COMMITTEE

Thursday, 9 May 2019

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

Present

Members:

Dhruv Patel (Chairman)	Deputy Edward Lord
Alderman Alison Gowman (Deputy Chair)	Jeremy Mayhew
Simon Duckworth	Wendy Mead
Marianne Fredericks	Paul Martinelli
Deputy Jamie Ingham Clark	Ian Seaton
Jannat Hossain (Co-opted Member)	William Hoyle (Co-opted Member)

Officers:

Joseph Anstee	- Town Clerk's Department
David Farnsworth	- Chief Grants Officer & Director of City Bridge Trust
Karen Atkinson	- Chamberlain's Department
Nathan Omane	- Chamberlain's Department
Edith Parker	- Chamberlain's Department
Jenny Field	- The City Bridge Trust
Ciaran Rafferty	- The City Bridge Trust
Tim Wilson	- The City Bridge Trust
Jack Joslin	- The City Bridge Trust
Lily Brandhorst	- The City Bridge Trust
Jemma Grieve Combes	- The City Bridge Trust
Scott Nixon	- The City Bridge Trust
Ruth Feder	- The City Bridge Trust
Catherine Mahoney	- The City Bridge Trust
Andrew Buckingham	- Town Clerk's Department

1. APOLOGIES

Apologies were received from the Karina Dostalova, Peter Dunphy and Alderman Susan Langley.

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

Alderman Alison Gowman declared a personal interest in Item 15f – West London Mission Methodist Circuit by virtue of her attendance of the church.

Ian Seaton declared an interest in Item 15b – Partnership for Young London by virtue of his Livery Company's support of London Youth.

Jeremy Mayhew declared an interest in Item 15j - Legal Education Foundation by virtue of his role as a non-executive Member of the Legal Services Board.

3. **ORDER OF THE COURT OF COMMON COUNCIL**

The Committee received an Order of the Court of Common Council of 25 April 2019 appointing the Committee and approving its Terms of Reference.

4. **ELECTION OF CHAIRMAN**

The Committee proceeded to elect a Chairman in accordance with Standing Order No.29. The Town Clerk read a list of Members eligible to stand and Dhruv Patel, being the only Member who expressed his willingness to serve, was duly elected as Chairman of the Committee for the ensuing year. On being elected, the Chairman expressed thanks to the Committee for their support.

5. **ELECTION OF DEPUTY CHAIRMAN**

The Committee proceeded to elect a Deputy Chair in accordance with Standing Order No.30. In accordance with Standing Order 30, paragraph 3a, Alderman Alison Gowman, as the immediate past Chair and being willing to serve, was duly elected as Deputy Chair of the Committee for the ensuing year. On being elected, the Deputy Chair thanked the new Chairman and the Committee for their support during her time as Chair of the Committee.

VOTE OF THANKS

RESOLVED UNANIMOUSLY: That the Members of the City Bridge Trust Committee express their sincere thanks and appreciation to:

ALDERMAN ALISON GOWMAN

for the manner in which she has presided over their deliberations, and the interest and commitment she has shown in all aspects of the work of the City Bridge Trust Committee for the past three years.

Alison has been a knowledgeable, passionate and dedicated Chair of this Committee and an exceptional advocate and ambassador for the City Bridge Trust. Under her stewardship, the City Bridge Trust Committee has awarded over 670 grants, totalling almost £64 million in funding, and recently surpassed the mark of £400 million granted in total. With diligence, ambition and a keen eye for detail, Alison has ensured that the Committee has supported organisations of all shapes and sizes, to the benefit of so many in London and beyond.

Alison's tenure as Chair began with a quinquennial strategic review, that with careful planning and widespread engagement became Bridging Divides. Alison has been instrumental in developing and embedding the Bridging Divides strategy, fostering a positive environment for the evolution of the Trust, and inspiring a dynamic and collaborative approach that exemplifies the priorities and values of the strategy. As Chair, she has ensured that City Bridge Trust is relevant and alive to the changing needs of Londoners, and maintained a clear focus on maximising and harnessing expertise and experience across the Trust, the City of London Corporation and the wider charitable sector.

Alison has overseen an impressive array of large grants, projects and programmes. Throughout her term, the Trust's vital partnerships with The Prince's Trust, London Youth, and Trust for London have gone from strength to strength. Alison has been a great champion of the successful Bridge to Work programme, overseeing grants of £1.2 million for the Centre for Mental Health, and £775,000 for Inclusion London, amongst many others, to narrow the disability employment gap and strengthen links with employers. Her strong advocacy has also brought the environment and green charities into greater focus. Further to this, the Trust has awarded important grants to Women in Prison, for a specialist pan-London service for women in prison with high levels of complex need, to the Federation of London Youth Clubs for the City Leaders Project, and to Age UK, to design and deliver an evaluated model for the prevention of fraud and support for older people affected by fraud.

Furthermore, Alison's influence and expertise has enabled the progress of important schemes for the benefit of the City Bridge Trust, both now and for the future, further developing our funding offer by directing delivery of the Philanthropy Strategy, Funder Plus, and the flourishing Stepping Stones fund. She has represented the City Bridge Trust at an extensive range of public events, activities, and media engagements, up to and including the Houses of Parliament, where she represented City Bridge Trust at an All-Party Parliamentary Group for London.

The ability that Alison has demonstrated as Chair has been much appreciated by all Members of this Committee, who wish her much success in her continued service, and hope that the City Bridge Trust can continue to depend on her skills and experience as she turns her attention to her future challenges.

By way of response, Alderman Alison Gowman thanked Members and officers for their support and kind words, adding that she looked forward to supporting the new Chairman and to the future challenges facing the Committee.

The Chairman then thanked outgoing Member Alderman Alastair King for his contributions during his time on the Committee, and welcomed new Member Alderman Susan Langley, as well as the charities in attendance, including representatives from INQUEST Charitable Trust and BUPA Foundation. The Chairman also advised that the Committee had also hosted a presentation from Church of England Children's Society during a working lunch before the meeting.

6. **APPOINTMENT OF CO-OPTED MEMBERS**

RESOLVED – That the Committee appoint Jannat Hossain and William Hoyle as Co-opted Members of the Committee.

The Chairman congratulated and welcomed the new Members of the Committee.

7. **MINUTES**

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

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

RESOLVED – That the Committee appoint Alderman Alison Gowman, Jeremy Mayhew and Dhruv Patel to the Social Investment Board.

9. **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.

RESOLVED – That the Outstanding Actions update be noted.

10. **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.

Stepping Stones

The CGO advised that the Stepping Stones programme had been relaunched, and was now fully integrated into the Bridging Divides strategy.

HR Update

The CGO advised of staffing changes within the City Bridge Trust team, and introduced new staff members Ruth Feder and Catherine Mahoney at their first Committee meeting. An organogram would be circulated once all positions had been finalised.

Cornerstone Fund

The CGO advised that two further recommendations for Stage 2 Cornerstone Fund grants were on the agenda for today's meeting.

Brexit Update

The CGO advised Members that a full update following the last Committee meeting had been circulated via email, and that the information was still relevant. One operational risk relating to data within the GIFTS software programme had been identified and measures had been taken to mitigate this risk.

RESOLVED – That the report be noted.

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

The Committee received a report of the CGO providing the Committee's section of the key risks register for Bridge House Estates (BHE) for review.

A Member queried whether the target score on Negative Publicity and Reputational Damage was correct, as the current score was lower than target and could come off if it was that low. The CGO responded that this was a possible error which officers would revisit and change if necessary.

RESOLVED – That, pending the above correction, the City Bridge Trust Committee:

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

12. REVIEW OF BRIDGING DIVIDES - YEAR ONE

The Committee received a report of the CGO providing a review of progress towards implementing the Bridging Divides Strategy in Year One (2018-19), including key learning points. The CGO introduced the report and drew Members' attention to the key points. Both successes and challenges had been identified, and key learning points and recommendations were set out in the report.

In response to a query from a Member, the CGO confirmed that there would be an ongoing relationship with Renaisi who would report at the end of each year. Officers wanted to work closely with Renaisi and appreciated their role as a 'critical friend'. A Member queried why thirteen grants had not been assigned a geographic location in the report. The CGO responded that this would be explored, with a report back to the July meeting.

The Chairman drew Members' attention to the table setting out progress towards implementation of each pillar of Bridging Divides and asked the Committee for suggestions on amending the language of 'cohesive communities' used in the vision and mission, noting that it was intended to encompass the various strands of City Bridge Trust work. Members made suggestions referencing strength, inclusiveness and the trend elsewhere towards ESG issues, and asked officers to come back with suggested options.

RESOLVED – That the Committee note information on progress towards implementing Bridging Divides to date, including key learning points and recommendations, as presented.

13. FINANCIAL POSITION OF CBT IN RESPECT OF THE YEAR ENDED 31 MARCH 2019

The Committee received report of the CGO and the Chamberlain setting out CBT's position against budget for the year ended 31 March 2019.

RESOLVED – That the report be noted.

14. 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 schemes of delegation.

RESOLVED – That the report be noted.

15. GRANTS AND STRATEGIC INITIATIVES RECOMMENDATIONS AND ASSESSMENTS

The Committee noted the Bridging Divides eligibility criteria set out in one-page format as suggested by Members. A Member asked that this be kept on future agendas as it was a helpful reminder. The Chairman suggested transferring it to a leaflet or postcard format.

a) **Kingston Voluntary Action**

The Committee noted that the application was part of the Cornerstone Fund.

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

b) **Partnership for Young London**

APPROVED £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.

c) **Core Arts**

In response to a query from a Member, the CGO explained that reserves were considered by officers on a case-by-case basis taking a number of factors into account. In this case, the reserves being above target was considered to be justified as the organisation were taking on significant commitments that would increase expenditure in the ensuing year.

APPROVED 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.

d) **Council for the Protection of Rural England**

In response to a query from a Member about the proposal to create a London National Park City mentioned in the application, the CGO advised that the Director of Open Spaces was supportive of the organisation's ideas. The City of London Corporation had hosted a discussion group on the subject but not signed up to the initiative at this stage. The grant was not to promote the park proposal but to create an enhanced web platform.

APPROVED a grant of £120,000 over three years (3 x £40,000) towards 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.

e) **Strategic Initiative - Centre for the Acceleration of Social Technology (CAST) - Digital Catalyst Project**

In response to queries, the CGO advised that the organisation would need a fuller funding package to be effective, and that City Bridge Trust would have an opportunity to work closely with the organisation to influence programme design. A Member asked if it could be ensured that City Bridge Trust funding would only be used on the London element of the initiative, which was nationwide. The CGO responded that this had been discussed and was set out as part of the recommendation.

APPROVED 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.

f) **West London Mission Methodist Circuit**

In response to a query from a Member about the organisation's reserves policy, the CGO advised that the organisation held free reserves and used the income generated by interest to fund their core costs, which officers considered to be reasonable as the income generated was being spent rather than accumulated. The CGO also advised that the proposed salary was comparable to similar roles at other organisations and was in keeping with the rest of the organisation.

APPROVED £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.

g) **Crimestoppers - London Board**

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

h) **St. Michael's Fellowship**

APPROVED £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.

i) **Bail for Immigration Detainees (BID)**

APPROVED £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.

j) **Legal Education Foundation**

The CGO advised that whilst the charity was endowed, it spent the income generated and free reserves were under target. Whilst receipt of the proposed grant might enable other funders to support the scheme elsewhere, City Bridge

Trust grant funding would only support the London element of the scheme, which was nationwide.

APPROVED £320,000 over three years (£80,000; £180,000; £80,000) towards the costs of providing 6 Justice First Fellowships in London.

k) **YWCA England and Wales**

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

l) **Evelyn Oldfield Unit**

APPROVED £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.

m) **Greater London Volunteering**

APPROVED £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.

n) **Auditory Verbal Centre**

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

o) **Independent Living Agency (ILA)**

APPROVED £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.

p) **INQUEST Charitable Trust**

APPROVED £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).

q) **Pursuing Independent Paths**

APPROVED £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.

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

a) **Applications Recommended for Rejection**

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

b) Funds Approved or Declined Under Delegated Authority

The Committee received a report of the CGO which advised Members of five expenditure items, totalling £28,200, which had been presented for approval under delegated authority to the CGO in consultation with the Chairman and Deputy Chairman.

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

c) Withdrawn and Lapsed Applications

The Committee received a report of the CGO which provided details of six applications which had been withdrawn or had lapsed.

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

d) Variations to Grants/Funds Awarded

The Committee received a report of the CGO which advised Members of a variation to one grant agreed by the CGO, plus one correction to a previous report, since the last meeting.

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

e) 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, and its contents noted.

f) 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.

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

There were no questions.

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

There was no other business.

19. EXCLUSION OF THE PUBLIC

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

Item No.	Exempt Paragraphs
21 - 22	3
23	3, 5
24 – 25	-

20. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 21 March 2019 be agreed as an accurate record.

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

The Committee received a report of the CGO.

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

The Committee considered a report of the CGO.

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

There were no questions.

24. **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 2.50 pm

Chairman

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The City Bridge Trust Committee – Outstanding Actions

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
1.	6 July 2018	Outreach work with targeted Boroughs	CBT Team	July 2019	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	Investing in Londoners	CBT Team / Town Clerk	After the July 2019 Committee	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	Bridging Divides Member Briefing	CBT Team / Town Clerk	28 June 2019	Members Briefing arranged for 28 June in the Private Members Dining Room
4.	7 September 2018	Induction Process	CBT Team / Town Clerk	Spring 2019	Review of the induction process to take place in Spring 2019 with Members and external co-opted Members (Timetable to be provided for Co-optees and Alderman Langley)
5.	14 November 2018	Consider a framework for networking amongst legal and advice services	CBT Team	July 2019	A strategic initiative on encouraging co-operation and networking between organisations is in development, to be brought to Committee for decision

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
6.	21 March 2019	Bridge House Estates Review	CGO / Town Clerk	July 2019	The CGO to update Members on the ongoing governance review of Bridge House Estates
7.	9 May 2019	Renaissi Review Recommendations	CBT Team	July-November 2019	<ul style="list-style-type: none"> a) To present analysis of applications and grants data, including types of organisation, geographical location, application rates and timeframes b) To present suggestions for amending the language on 'cohesive communities' c) To consider recommended changes as part of the review of values d) To develop two theories of Change in conjunction with Renaissi

Committee: City Bridge Trust (CBT)	25th July 2019
Subject: Progress Report	Public
Report of: Chief Grants Officer and Director of CBT (CGO)	For Decision

Summary

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

- a) Small Grants Programme
- b) Member's Briefing Lunch
- c) HR Update
- d) 'Telling your Stories Screening' at the Barbican
- e) Addition to your Positive Transitions programme
- f) Recommended change of wording in Mission statement
- g) Core Funding
- h) Update on Responding to the Resilience Risk
- i) Bridge to Work
- j) Philanthropy House

Recommendation

Members are asked to:

- a) Note the report.
- b) Change the wording of your mission statement so that the term 'cohesive communities' is replaced by 'stronger, more resilient and thriving communities'

Main Report

Small Grants Programme

1. Bridging Divides, when launched in April 2018, included a targeted Small Grants programme – your first for many years. These are grants for up to £10,000 in any one year for organisations with a turnover of £75,000 or less. The funding priorities include work with older people; disabled people; or community greening & growing projects.
2. It is timely that this programme is now reviewed. To this end your officers have asked London Funders to arrange a survey amongst other funders so

that the general “geography” of Small Grant funders and programmes can be determined – which will include the Central Grants Programme. This survey is currently under way and it is planned to hold a follow-up meeting of funders in late August/early September – again under the auspices of London Funders.

3. Following this it is our intention to bring a more detailed paper to your September Committee outlining the detail of your Small Grants programme to date; the results of the survey and other research and engagement; and to make some recommendations as to how the programme might be adjusted for greater impact and reach in the future.

Members’ Briefing Lunch

4. On Friday 28 June 2019 the CBT Committee hosted a Members’ briefing lunch in the Guildhall Club Private Dining Room on the different sources of charitable funding managed by the city of London Corporation.
5. The briefing session was well attended by members and there was some useful discussion on the eligibility of the CBT and Central Grants funding programmes. A summary of available funding was circulated to all members as a follow up.
6. Input from this briefing along with the CBT strategy meeting/dinner will help inform the Autumn, CBT Committee strategic half away-day. Then working with your new Chair, some of the ideas on how to improve the presentation of papers and organisation of CBT Committee meetings will start to be trialled in September.

HR Update

7. Natalie Jordan has been recruited into the 12-month (fixed term) Funding Manager position and will be starting on 12th August 2019.
8. Martin Hall who worked in the position of Funding Officer left CBT in June 2019 for pastures new.
9. The interviews for the vacant Funding Officer position took place on 5th July. One candidate was offered the position and is currently undergoing the standard reference checks. Further information will be provided to you in due course on the progress of this.

‘Telling your Stories’ Screening at the Barbican

10. ‘Telling your Stories’ is a strategic initiative to provide 10 of the charitable projects you support the opportunity to have a short film made about their work by professional filmmakers from the Media Trust (MT). The MT has been successfully delivering the ‘Telling Your Stories’ project on behalf of the Trust for a number of years. The latest cohort of 10 organisations you support are in the process of completing their films over the summer and a screening

at the Barbican is booked for Thursday 10 October from 15:30-17:30pm.
Please note this date for your diary and keep free if you would like to attend.

11. The programme but will be in line with previous years, with a short introduction from CBT and MT followed by one or two speakers, likely to be one of the film directors and/or a participant of a film if they are willing. The afternoon will conclude with light refreshments.

Addition to your Positive Transitions programme

12. It has recently come to our attention that in the process of implementing Bridging Divides we mistakenly omitted the priority aimed at funding specialist services to address the mental health needs of homeless people. This had been a successful and important priority of Investing in Londoners and it had always been the intention to retain it within Bridging Divides. The wording below has now been added to the Trust's priorities on the website and within the Members' Handbook: *Specialist support services to improve the mental health of homeless and transient people.*

Recommended change of wording to Mission statement

13. City Bridge Trust's mission is to '**reduce inequality** and grow more **cohesive communities** for a London that serves everyone' (emphasis added). The aim is for *Bridging Divides* to be 'a strategy that learns and adapts' in response to intelligence and feedback. Part of this process will involve using data to understand and learn how well the Trust has progressed towards achieving its mission. A good understanding of inequality and community cohesion in London, and how the Trust's work influences those phenomena, will therefore be vital.
14. In Winter 2018, we commissioned Renaisi, your Bridging Divides learning partner, to produce a paper to help understand how to define, monitor and analyse inequality and community cohesion in London. The paper; *Understanding inequality and community cohesion in London* (January 2019), draws on a range of academic and non-academic sources, as well as synthesis of conversations with your officers.
15. A key finding in this paper and in Renaisi's *Review of Year 1 of Bridging Divides* (April 2019), was that the phrase 'cohesive communities', is a contested and controversial term and should be changed.
16. Renaisi state: 'The term 'community cohesion' tends to be associated with racial and / or ethnic divides between and within communities. It was strongly associated with the Cantle Report, 'Community Cohesion: A report of the Independent Review Team' (Cantle 2001), which was commissioned in response to race riots in Bradford and highlighted problems of segregation and division between groups, defined in the report by their ethnicity, in different areas of the country. The term has since become a contested and

somewhat controversial term because of its association with the notion of cohesion as a one- sided process.'

17. It is therefore recommended that the term 'cohesive communities' is changed to 'stronger, more resilient and thriving communities', a phrase already used to describe the [Connecting the Capital Funding programme](#), because:

- a) 'Stronger, more resilient and thriving communities' can be understood to be about the strength and quality of relationships as well as the institutional strength of key community organisations. This reflects your focus on social participation, voice, relationships, connectedness, equality and inclusivity, as well as your work in supporting civil society as a means to an end of reducing inequality and strengthening communities.
- b) The focus on resilience better reflects the continued substantial challenges facing Londoners and threats to the continued work of civil society organisations.

18. If you approve this recommendation, officers will create a definition for 'stronger, more resilient and thriving communities' and communicate this definition internally and to funded organisations and potential funded organisations, so that all are clear about the Trust's mission. If the change is adopted, the Impact and Learning Team will use these agreed definitions to inform the creation of a framework for learning and impact work.

Core Funding

19. As part of Bridging Divides, you introduced core funding to your grants programme. However, it has not attracted as many applications as expected and it has presented some assessment challenges. In order to make the process more accessible and straightforward to applicants, your grants' team has conducted a mapping exercise of other funders and reviewed latest guidance from the Esmée Fairbairn Foundation. Two Funding Managers and the Head of Impact and Learning are devising a plan for developing this aspect of your funding programme in a way that aligns cohesively with other areas of your work, namely, your Funder Plus programme and your work around philanthropy. It is hoped that plans for developing your core funding offer will be presented at your September meeting.

Update on Responding to the Resilience Risk

20. Following the launch of Responding to the Resilience Risk (RRR) on the 14th May 2019, during Mental Health Awareness Week, 38 proposals were received to design and deliver resilience interventions by voluntary sector organisations, demonstrating an interest and need for this work. These interventions will seek to support and develop the resilience of front-line workers in charitable organisations. Proposals were received from a broad cross-section of organisations, ranging in size and sector.

21. A panel of five professionals with experience of working in or researching resilience or mental health was convened to support the short-listing process,

which was observed by your Chair. Following a lively panel discussion, chaired by your officer, it was agreed that fuller proposals would be invited from nine applicants, from which the total sum requested is £137,509. The budget allocation for RRR includes £100K for funding pilot interventions. The final selection of proposals to receive funding will be made at a second panel meeting on the 23rd August.

22. Two tenders have been received to evaluate RRR and your officer, supported by the Head of Impact and Learning, will select an evaluator, following an interview process. RRR is on track to meet the scheduled funding announcement date in early September with pilot projects commencing in October 2019. Learning from the pilots will be shared at a learning event next May, during Mental Health Awareness Week 2020, and a more comprehensive evaluation will follow later in the summer.

Bridge to Work

23. An independent evaluation of the first year of the Bridge to Work programme, which supports young disabled Londoners into and in employment, has been undertaken by Disability Rights UK. A link to the full report is provided below. <https://www.citybridgetrust.org.uk/publications/bridge-to-work-year-1-evaluation/>
(A hard copy can be provided on request.) The Programme Manager, James Lee, is unable to attend this Committee but will be at your September meeting where officers intend to present a paper outlining how the Trust might review, celebrate and expand its contribution to supporting disabled Londoners' independence in the year ahead and in recognition that 2020 will see the 25th anniversary of the Disability Discrimination Act.

Philanthropy House

24. Officers have undertaken extensive research into available properties within the city in addition to 21 Aldermanbury and are further refining our business modelling to reflect the findings. 21 Aldermanbury remains the option we will recommend to the Policy and Resources (P&R) committee in September, and the case is now reinforced by this additional market analysis. If officers secure P&R's approval to progress with 21 Aldermanbury, members will also need to be satisfied that there is a business case for City's Cash to appropriate the property to Bridge House Estates and a separate paper will be considered by P&R to this effect. Your officers are working closely with the related teams in City Surveyor's, Comptroller and City Solicitor's, Chamberlain's and Remembrancer's.
25. Over the summer officers have continued to liaise closely with the potential Anchor Tenants and relationships remain positive. Officers undertook a further independently facilitated workshop to further refine the vision and success criteria as well as to chart the practical steps required to promote the property effectively. Officers have continued to research examples of effective, collaborative working space: the above-mentioned workshop took

place at the Foundry in Vauxhall, one such purpose-built space. A visit in the autumn is planned to the Brussels Philanthropy House to learn from their operational experience.

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Committee	Dated:
City Bridge Trust (CBT)	25 th July 2019
Subject: Current backlog in Bridging Divides applications	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Decision
Report authors: Jenny Field, Deputy Chief Grants Officer	

Summary

CBT is currently experiencing a backlog of applications which is compromising our target turnaround time of up to 4 months. The purpose of this paper is to explain the reasons for this; outline what remedial actions have already been taken and make recommendations for further steps to enable us to revert to our usual turnaround times.

Recommendation

Members are asked to:

- a) Increase the levels of delegated authority, as set out in paragraph 19 of this paper, subject to the approval of the Court of Common Council;
- b) Hold an additional two CBT Committee meetings for the approval of grant recommendations during 2019/20, in order to reduce waiting times for applicants whilst the backlog is cleared;
- c) Agree that future strategic reviews should build in provisions to enable a smooth transition from one set of funding programmes to another;
- d) Recommend that Resource Allocation Sub-Committee consider for approval an uplift in CBT's Local Risk Budget for 2019/20 of £41,000 to enable CBT to respond to an unforeseen increase in applications and a subsequent backlog in applications;
- e) Increase the target turnaround times for applications from 4 months to 6 months in the light of increased demand until such time as the backlog is cleared and we can confidently reduce this target time again.

Main Report

Background

1. We brought the report of your Learning Partner, Renaisi, analysing the first year of Bridging Divides, to your last meeting. It showed that during 2018/19,

CBT received more applications than in the annual average of the previous 5 financial years (422 applications compared with 299). At that meeting, we undertook to interrogate the data in order to better understand whether the increase in applications is the result of a spike or whether it signifies a trend.

2. Our analysis includes only 'main grants' and excludes those that follow a different assessment process (Eco Audits, Strategic Initiatives, Stepping Stones, Small Grants). The detailed data analysis can be found at Appendix A.
3. The increase in the number of applications has contributed to a backlog of applications and a lengthening of our usual turnaround times. We have met with the Chair and Deputy Chair to explain the situation and explore the options to enable us to clear the backlog, some of which are included in the recommendations within this paper.
4. Amongst the options discussed were 'to do nothing' and 'to temporarily close the grants programmes'. The former was discounted because the current turnaround times are too long and officers intend to work towards reverting to our usual turnaround times. The latter was also discounted because the increase in applications is at least partly due to increased need within the sector and it is important that we are able to respond to this need.

Why is City Bridge Trust experiencing a backlog in applications?

5. The data shows that whilst it is early days in the implementation of Bridging Divides, there has been a small but significant increase in application rates overall (an average of 30 applications per month under Bridging Divides, compared with an average of 25 per month during the life of Investing in Londoners). This has been exacerbated by a large spike in applications during the last month of Investing in Londoners (the funding programmes that preceded Bridging Divides).
6. During previous five-year strategic reviews, we have closed the old programmes before launching the new ones. This has always led to surge in applications to the old programmes. In 2007/08, for example, the old programmes closed on 1st October 2007, with the new programmes launching in July 2008 – and 268 applications were received in the months of September and October 2007 alone.
7. Learning from this experience, during the 2012/13 Strategic Review, the closure period was shorter, with the old programmes closing on 21st June 2013, and the new ones launching on 23rd September 2013. This also led to a surge in applications, albeit a slightly smaller one, with 166 applications being submitted following the announcement of the June deadline.
8. Ahead of the launch of Bridging Divides on 23rd April 2018, in order to reduce the likelihood of a surge in applications, we decided not to announce the closure of Investing in Londoners. These funding priorities were taken down from the website on Friday 20th April 2018 therefore, and those organisations which had started an online application, were given just over a month within which to submit their completed applications. This resulted in 71 Investing in

Londoners applications being received between 1st and 30th May 2018. On the previous occasions, although the increase in applications was greater, there was a period of closure which enabled officers to work through the additional applications. This was not the case with Bridging Divides and so this factor has contributed to the backlog.

9. Another contributing factor has been the introduction of grants of five-year duration which has meant that grantees in receipt of a three-year grant under Investing in Londoners can apply for continuation funding under Bridging Divides, provided the work continues to meet your new priorities (27% of applications under Bridging Divides are for continuation funding).
10. Our target application turnaround time is approximately 4 months. However, as a result of the backlog, the actual time taken for some applications to be processed can be 6 months and in some cases as long as 9 months.

- **Given the overall increase in applications to CBT, it is recommended that the target turnaround time for applications is increased from 4 to 6 months until such time as the backlog is cleared and we can confidently reduce this target time again.**

11. This spike in applications received, together with an overall increase in application numbers, are not the only reason for the backlog in applications, however. The staffing re-structuring that took place during 2018/19 resulted in some capacity issues as did bedding in the new Bridging Divides funding priorities and approaches, and the expansion of the work of the Central Grants Unit. In addition, the move from three-year to five-year grants has meant that some organisations which had received a three-year grant under Investing in Londoners have been able to apply for two-year continuation funding where the work also meets the priorities of Bridging Divides (this accounts for 27% of Bridging Divides applications).
12. The move to five-year grants means that the average amounts requested (and awarded) have also increased and there is a risk that the Trust could overspend its grants allocation of £20m (from the overall £100m set aside for Bridging Divides) during 2019/20. Proposals for how to manage this increase in commitments will be brought to your meeting in September 2019.

The current backlog

13. A bumper 110 applications are brought to you today, with a recommendation for funding for 42 organisations, together with those recommended for rejection and reporting of those approved under delegated authority since your last meeting. This unprecedented number is a result of Officers from across CBT and Chamberlains Teams prioritising more time than usual for grants assessments as opposed to other aspects of the Trust's work. Of those being recommended for funding, 59% were received in the October – December 2018 quarter, although it should be noted that the length of assessment time will not always be wholly due to the backlog, especially, for example, where organisations are slow to come back with additional

information that may be needed to complete the assessment of their application.

14. At the time of writing this report, 93 applications had been allocated to Funding Managers/Freelance Assessors for assessment. Of these, 33% were received before December 31st 2018 and 52% were received in the quarter January – March 2019.
15. At the time of writing, a further 66 had been received up until 21st June 2019 and are yet to be allocated. 24% of these were received during March 2019, with the remainder being received between 1st April and 21st June 2019.

What have we done to reduce the backlog?

16. We have identified funds within our Local Risk budget, as a result of staff vacancies elsewhere in the team, to cover the cost of a Funding Manager over a 12-month period and have recruited accordingly. The postholder will start with CBT on 12th August 2019. In addition, we have widened our pool of freelance consultants with a potential four additional people to join our existing group comprising Gilly Green, Tania Bronstein and Sara Masters. The financial implications of this are set out in paragraph 18.
17. The team has been working in small groups in order to triage the inflow of applications so that applications for continuation funding, together with those that can be dealt with by delegated authority can be readily identified along with applications that do not meet your priorities.

What more can be done to reduce the backlog?

18. Review the current levels of delegated authority

The Chair has suggested that the Committee review the current levels for making decisions through delegated authority.

As approved by the Court of Common Council on 16th October 2014, the levels of delegated authority are:

- (i) Up to £10,000 may be approved by the CGO;
- (ii) Applications of over £10,000 and up to £25,000 may be approved by the CGO in consultation with the Chairman and Deputy Chairman;
- (iii) Applications of over £25,000 and up to £50,000 may be approved by the CGO in consultation with the Chairman and Deputy Chairman, with reference to the Chamberlain;
- (iv) Applications over £50,000 to be approved by the Committee.

Table 1 below shows the number of applications dealt with where funding has been recommended, using the current levels of delegation and the number dealt with by Committee during 2018/19.

Table 1:

Grant level	Number of applications	Value of grants approved	% of number approved
< £10,000	19	£96,233	9.5%
£10,000 - £25,000	17	£292,005	8.5%
£25,000 - £50,000	17	£676,955	8.5%
> £50,000	147	£20,948,850	73.5%
Total	200	£22,014,043	100%

19. It is proposed to review these levels, so that:

- (i) Applications of up to £50,000 may be approved by the CGO;
- (ii) Applications of between £50,001 and £100,000 to be approved by the CGO, with reference to the Chamberlain;
- (iii) Applications of more than £100,001 to be approved by the Committee.

Table 2 shows the impact this change would have on the number of applications dealt with by delegated authority and the number that would continue to come to Committee for approval, based on applications approved during 2018/19:

Table 2:

Grant level	Number of applications	Value of grants approved	% of number approved
< £50,000	53	£1,065,193	26.5%
£50,000 - £100,000	47	£3,609,030	23.5%
> £100,000	100	£17,339,820	50%
Total	200	£22,014,043	100%

Increasing the levels of delegated authority as proposed would make a sizeable difference to the amount of business that could be undertaken outside of the Committee Meeting, thereby increasing the time available for discussion about strategy and wider policy issues, whilst ensuring that Committee continues to make decisions on the more substantial applications which accounted for 50% of grants in 2018/19. We have discussed these amended levels of delegation with the Chamberlains officers who support CBT, who are content to support these in principle. Discussions are yet to take place with The Chamberlain to confirm this approach.

- **It is therefore recommended that the levels of delegated authority are increased to those set out in paragraph 19, subject to the approval of the Chamberlain and the Court of Common Council.**

20. Increase the number of Committee Meetings during the year

An additional two meetings during 2019/20 in, say, October and December, would also have a significant impact on clearing the backlog and would reduce the amount of time applicants have to wait for a funding decision. If

Members approve this recommendation, it is proposed that these meetings would focus solely on grant approvals. It should also be noted that these additional meetings are purely to help deal with the backlog and that thereafter the current bi-monthly schedule should revert.

- **It is recommended that two additional, but one-off, Committee meetings are held during 2019/20.**

21. Include a gap at the end of future grants programmes and plan for a programme spike at the end of Bridging Divides.

Learning from previous experience, we need to understand that when funding programmes come to an end, an increase in applications will be inevitable. Officers recommend that we plan for this in the future, rather than try and maintain 'business as usual'.

- **It is recommended that future strategic reviews plan for a spike in the number of applications received and build-in a period of closure in order to transition from one set of funding programmes to the next.**

22. Improve and streamline our systems where possible.

It is proposed to introduce a dashboard as part of our grants database which will alert staff when the monthly average number of applications is exceeded.

We will also continue to review our systems and processes as part of our continuous improvement ethos, making efficiencies (without compromising sound procedures) where possible.

Resource Implications

23. We have identified funds within our Local Risk budget to cover the cost of a Funding Manager over a 12-month period. However, the engagement of additional freelance grants assessors will have resource implications. Where possible, we will mitigate the cost making savings from other budget lines. However, at this early point in the year, we will need to ask Resource Allocation Sub-Committee for additional funds for our 2019/20 Local Risk budget of £41,000, subject to the approval of this Committee.

- **It is recommended that approval for an additional £41,000 is sought from Resource Allocation Sub-Committee to uplift CBT's Local Risk Budget in 2019/20.**

Appendix A

Statistical Analysis of Application Rates

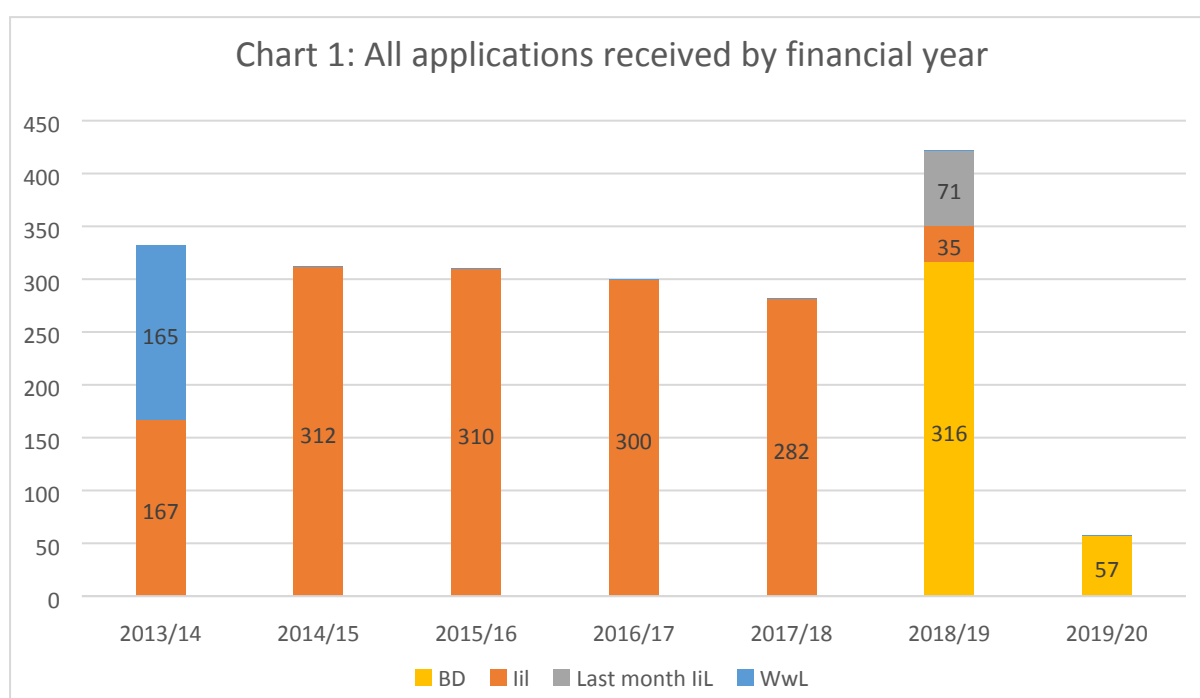
Scope

Officers identified an increase in the number of applications received by CBT as well as an increase in the time it takes for an applicant to receive a decision. We commissioned Renaisi to undertake a statistical analysis of our grant applications¹ to complement the Trust's own reviews.

The analysis includes only 'main grants' and excludes those that follow a different assessment process (Eco Audits, Strategic Initiatives, Stepping Stones, Small Grants).

Is City Bridge Trust receiving more grant applications?

Chart 1 shows that in 2018/19 City Bridge Trust received more applications (422²) than in any of the previous 5 years (an average of 326). 2018/19 was the year Investing in Londoners closed and Bridging Divides opened. In order to understand whether 2018/19 was a 'spike' or a trend (as well as underlying drivers), we need to consider the applications received in comparable time periods.



3

First full year of grants programmes

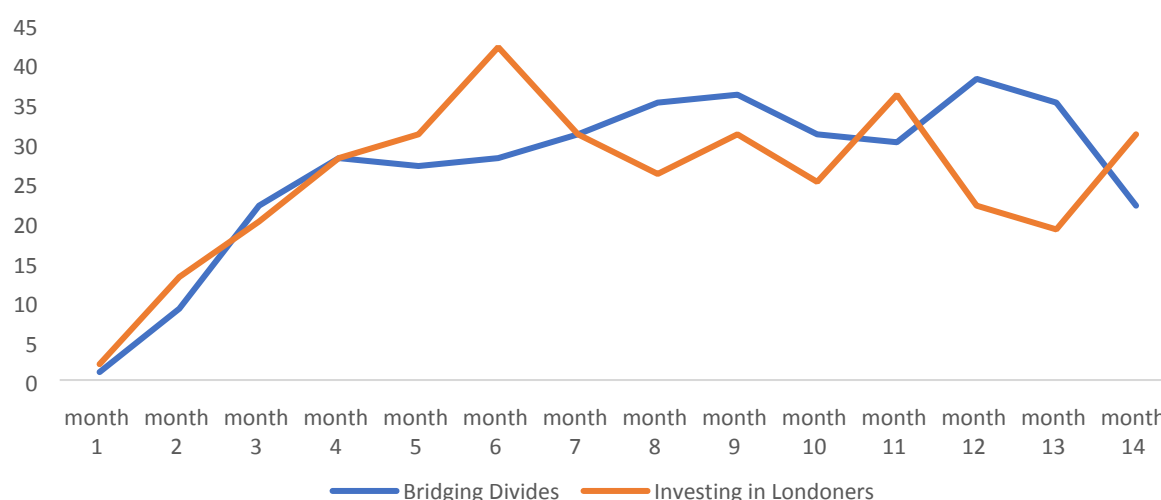
¹ Renaisi, June 2019, Application Rates Analysis, data drawn down: 28.05.2019.

² Excluding Grenfell grants

³ Excludes Grenfell grant awards

Chart 2 compares the opening years of Bridging Divides and Investing in Londoners. In terms of overall application numbers there is no significant difference between the first year of each programme. Both programmes had steady starts and it is possible that the application rate for the first 2 months of the grant programme – the ‘launch months’ - are anomalous whilst the Trust promotes the new scheme and applicants take time to familiarise themselves with new criteria. Excluding the first 2 months, application rates for Bridging Divides are slightly higher (30.3 per month) compared to Investing in Londoners (28.5 per month).

Chart 2: Bridging Divides compared to Investing in Londoners application rate in first 14 months of delivery



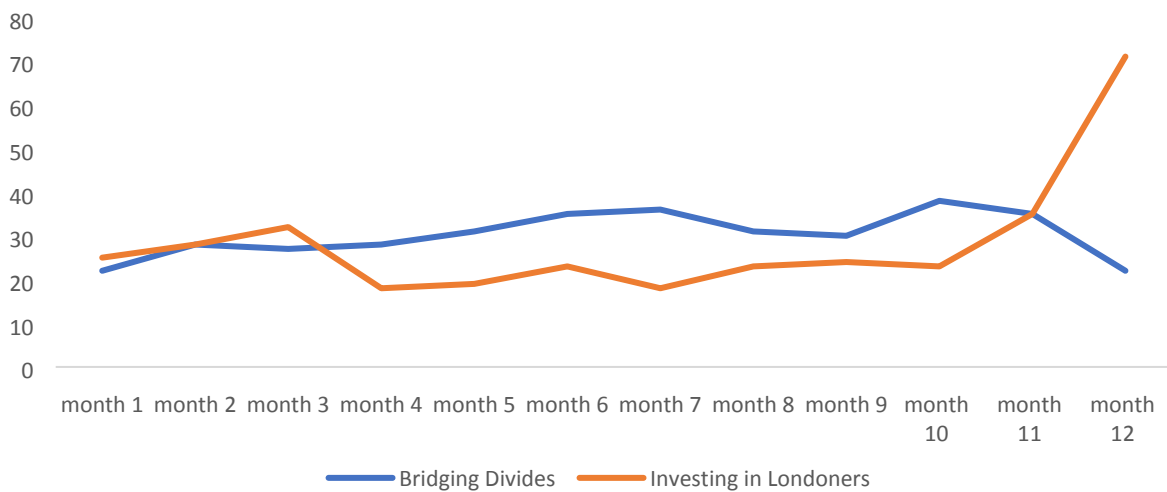
Last full year of Investing in Londoners

Chart 3 looks at the final 12 months of Investing in Londoners alongside the first 12 months of Bridging Divides. Here we see a marked spike in the last month of Investing in Londoners - 71 in May (more than double the usual number). It seems likely that the increase was driven by applicants rushing to submit their applications in case they no longer met the funding criteria for Bridging Divides.

4

⁴Excluding Grenfell grants

Chart 3: Bridging Divides 1 year of delivery (excluding first 2 'launch' months) compared to Investing in Londoners last full year of delivery



At the beginning of Investing in Londoners, the predecessor grants programme also saw an end of programme spike (67 applications in 1 month compared to an average of 31.9 in the previous 11 months of the programme). However, this was absorbed quite manageably into the team at the time because of a period of closure (2 months) between grant programmes and partly due to less substantial changes between grant-making programmes.

Has there been a substantial increase in application rates?

Other than the spike seen in Investing in Londoners applications in the final month, there appears to be no significant difference in average application rates from the last 12 months of this programme and the first year of Bridging Divides

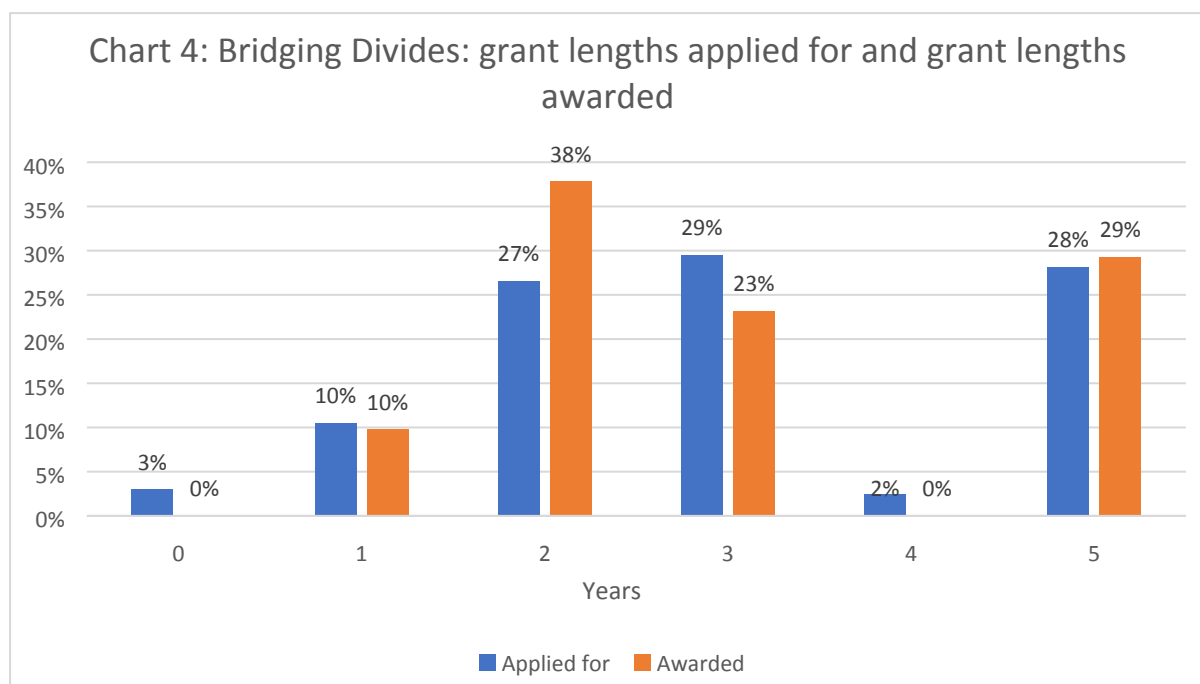
Looking over 5 years of Investing in Londoners (and excluding both the spike and the Grenfell grants) we see 25-26 applications per month were received. This compares to a rate of 30.3 for Bridging Divides (excluding the first 2 months), showing a small but significant increase in application rates. It is too soon to tell whether this is a medium- or longer-term trend.

What application trends are emerging?

This analysis took place 14 months into the Bridging Divides programme. It is too early to confirm new application trends but we can highlight what looks to be emerging and keep a watching eye over the coming months and years.

Five-year funding

The Trust has awarded multiple-year grant awards for some time. Bridging Divides extended the 3 year maximum grant duration to 5 years. Unsurprisingly, there has been high demand for 5-year grants. Chart 4 shows that 28% of applicants apply for it and 29% of applicants receive it. It is interesting to note that slightly more apply for 3 years (29%). Of these, the majority are new requests (9% are for continuation funding) suggesting that some applicants may be reticent to apply for 5-year funding.



Continuation funding

The new 5-year grant period has been well promoted to existing grantees: 93 Investing in Londoners grantees with funding due to end were emailed to let them know they were eligible to apply to increase their grant period. It is possible that a disproportionate number of applications will be received from these grantees during the first years of Bridging Divides.

The data show that continuation funding has been a strong driver for Bridging Divides application rates. 27% (101) of BD applicants said they were applying to continue work that is currently CBT funded compared to 7% of applicants under Investing in Londoners. Of the BD continuation applicants, just over a third have had a decision and very few have been declined (just 4% to date). As shown in Chart 5, the most common Bridging Divide grant award length is 2 years, received by 38% of applicants (90% of the 2-year grants awarded are for these grantees).

Amount requested

Given the move to 5-year funding awards CBT expected the individual grant award level to increase under Bridging Divides. In the first 14 months of Bridging Divides the mean amount requested is £128,046 compared to £93,425 over the 5 years of Investing in Londoners.

Chart 5: Proportion of applicants, by application request size (£)



As anticipated, the mean grant amount awarded under Bridging Divides is higher at £134,919 compared to £86,040 under Investing in Londoners. 41% of Bridging Divides grantees get less than they applied for and around a third get more than they requested. This is similar to liL.

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Committee	Dated:
City Bridge Trust	25 th July 2019
Subject: Strategic Direction for Impact and Learning	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Decision
Report authors: Ruth Feder / Jemma Grieve Combes Head of Impact and Learning	

Summary

This paper sets out the strategic direction for your Impact and Learning function, comprising a proposed vision, goals and principles. Subject to approval of the strategic direction, an implementation plan will be presented to this Committee in September 2019.

Over the next 4 years, the Impact and Learning Strategy will drive forward the Trust's use of evidence and learning across all its work including grant-making, 'funder plus', philanthropy and social investment, fulfilling the aspiration set out in Bridging Divides that we will '*seek to learn what works, what our best contribution can be, and how we should adapt our strategy*'.

The strategy will ensure that our work to reduce inequalities and foster thriving communities in London has the greatest impact. We will share what we learn, using findings not only to improve what we do, but to help and influence others. The strategy provides us with opportunities to use our data to its full potential and to create a culture which values and champions learning, internally, among our grantees and in the wider sector.

Recommendation

Members are asked to:

- Approve the strategic direction for City Bridge Trust's approach to Impact and Learning, set out in Appendix 1.

Background

1. Launched in 2018, *Bridging Divides* aspires to be a strategy that 'learns and adapts' to meet the changing needs of Londoners.
2. City Bridge Trust (CBT) has well-established systems for gathering and analysing data from application and monitoring forms as well as grantee visits. The Trust provides capacity building support to assist grantees improve their monitoring and evaluation and we frequently commission evaluations and research, for

example the Refuge / NSPCC research project ([Meeting the needs of children living with domestic violence in London](#)).

3. We wish to build on this strong foundation and adopt a more purposeful approach to impact and learning. Officers recommend an approach which makes full use of the data, relationships and learning the Trust gathers or has access to. We propose a strategic direction that will enable CBT to be dynamic over time, responding to the range of factors influencing the lives of disadvantaged Londoners, and using the resources available to us as effectively as possible to address inequalities.
4. The strategic direction is consistent with emerging best practice in the Trust and Foundation sector. Funders are increasingly exploring new ways of operating, such as developing shared approaches to monitoring (<https://www.ivar.org.uk/publication/new-principles-for-grant-reporting/>) or using digital platforms to receive a range of data updates from grantees.
5. Members approved the creation of a dedicated Impact and Learning Function as part of Bridging Divides. In January 2019, a Head of Impact and Learning role was fully staffed as a job share. The function is supported by a Learning Partner, (Renaissi) and consultants who deliver compliance and unannounced visits. A Data Analyst role will be recruited in the next few months.

Preparations and Analysis

6. The strategic direction in appendix 1 is based on a review of CBT's current practice, the work of other Foundations, grantee feedback, and engagement with several key stakeholders. Since January 2019, the Heads of Impact and Learning have:
 - a) mapped current CBT learning and impact activities;
 - b) consulted staff members across the Trust's grant making, philanthropy and social investment teams about their impact and learning needs.
 - c) engaged with City of London Corporation's Strategy and Performance team about the developing strategy;
 - d) surveyed current grantees seeking their views on our monitoring methods and how they would like to tell us about their impact in future; (we received input from 155 organisations).
 - e) examined the work of other Funders through meetings, review of materials and seminars;
 - f) analysed the Trust's readiness for adopting organisational learning and evaluation practices, across culture, leadership, systems, communication, teams and evaluation; and,
 - g) worked with our Learning Partner, Renaissi, to develop Theories of Change, review our values, the language we use and our planned use of external data sets.

7. In developing the strategic direction, your officers are mindful of the following:

- a) that the impact and learning strategy must be situated in the overall mission and vision of Bridging Divides;
- b) that work reflects CBT's operations across multiple thematic areas and has a wealth of data available;
- c) that an Impact and Learning strategy needs to focus our learning and help us prioritise what we will focus on as well as helping us decide what we will not;
- d) that there is a power imbalance between funder and grantees and that this has an impact on the way we develop shared approaches to learning;
- e) that becoming a learning organisation can require a significant cultural shift which should not be underestimated (we believe this needs to be viewed as a journey which will require time and commitment from the highest levels to achieve);
- f) that we are most likely to be effective if we commit to open and honest communication of what we want to achieve with our impact and learning strategy and our progress (both externally and internally);
- g) that this must be an organisation wide strategy. While the Impact and Learning team will drive its development and manage its implementation, the whole of CBT will need to be involved in impact and learning activities.

Next steps

8. Subject to Member approval of the proposed strategic direction, officers will develop an implementation plan for consideration at your September meeting. This will address the schedule of activities, resources, risks and communications needed to deliver the strategy. Work on the implementation plan would be based on continued consultation with Trust staff, other funders and grantees to create a strategy that meets all stakeholder needs. Officers would continue to engage the City Corporation's Corporate Strategy and Performance team to ensure there is synergy between the plans for impact and learning and the Trustee's wider KPIs.

Appendix 1: Strategic Direction for Impact and Learning

Ruth Feder / Jemma Grieve Combes

Head of Impact and Learning

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Appendix 1:

Impact and Learning Strategic Direction 2019 to 2023

Working definitions	
Impact	The long-term difference we make
Learning organisation	An organisation which ' <i>actively creates spaces and opportunities for knowledge and intelligence to inform and shape its day-to-day practices as well as its future direction, and embeds these within its culture</i> ' (IVAR)
Evidence	Anything presented to support decision making. This could be data collected by us or by others and can include qualitative, quantitative and reflective materials.
Partners	The organisations we fund.

Our vision for impact and learning:

To use evidence and learning as forces to drive our work to reduce inequalities and foster thriving communities in London and beyond.

Our goals:

1. We have a strategic approach to impact and learning which guides the Bridging Divides strategy across all its activities and across all our assets and resources, monetary and otherwise. Our approach is dynamic and can change over time.

2. We use evidence and learning to shape our work: We adapt our approach and make decisions at all levels in response to relevant and timely evidence and learning insights. This includes a broad range of data, knowledge and information generated and gathered systematically from inside and outside the organisation. We have clear internal data standards and are aware of the limitations of the data we hold and its appropriate use.

3. We understand the impact we make: We are clear about the difference we hope to make and how we aim to bring this about, recognising that often this is not a linear process. We are open about how we measure the difference we make and honest about the difference we claim.

4. We share, influence and work with others: We share our findings publicly to influence approaches to reducing inequalities and fostering thriving communities in London. We know we don't have all the answers so we collaborate and create spaces where our partners, service users and other funders can be experts and share knowledge and learning about what works, as well as lessons learned from failures.

5. We are a learning organisation: We actively create spaces and opportunities for knowledge and data to inform and shape our day-to-day practices as well as our future direction and embed these within our culture. All CBT team and Committee Members are encouraged to ask, 'could we do it better?' and to trial new approaches, reflecting on and sharing what works and doesn't work.

6. We have an inclusive approach to impact and learning: We seek and include the needs and opinions of our partners and people they support in our approach.

Our principles: questions to ask before we start any impact and learning activity:

- a) Are we clear about what we want to know?
- b) What will we do with the findings and how will we communicate this to our partners?
- c) Is this a proportionate use of resource (for us and our partners)?
- d) Are our expectations of partners fair and clear to them?
- e) How will we ensure we are seeking views from a diverse field?
- f) Is this the best method of finding out what we want to know?
- g) Will this help us achieve our organisational vision?
- h) What is the benefit and who accrues it?
- i) Are we measuring the right things and at the right time for our partners?

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Committee	Dated:
City Bridge Trust Committee	25 th July 2019
Subject: Review of Bridging Divides values	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Decision
Report author: Ruth Feder / Jemma Grieve Combes Head of Impact and Learning, City Bridge Trust	

Summary

This paper summarises a review of Bridging Divides' Values, including research, interviews and surveys with Members and officers conducted by Bridging Divides' Learning Partner, Renaisi in June 2019 and final recommendations for changes made by your officers.

Bridging Divides is a values-led strategy, its five values developed with Londoners, external and internal stakeholders. While these values and the aspiration to be a values-led funder have support among CBT staff members and committee Members, there is a lack of consensus on how to implement the values so that they are a 'golden thread' which inform all aspects of CBT's work. The research shows that the values would benefit from clarifying and reframing.

Your officers considered Renaisi's recommendations, consulted with the CBT team and further refined these, to arrive at five recommended new values. This decision-making process, current and the new values are summarised in table 1.

Recommendation

Members are asked to:

- a) approve the recommended changes to the Bridging Divides values.

Background

1. There was a clear desire expressed through verbal and written feedback from stakeholders between August and December 2016, including our elected Members and City Bridge Trust staff, that the Trust needed to commit to addressing the power imbalances that exist between charitable funders and those they fund, and to move from being a programme-led funder to a relational and values-led funder.
2. Considerable consultation with Londoners, internal and external stakeholders resulted in five values, approved as part of the Bridging Divides Strategy. It

was the intention that the five approved values would run through every aspect of the Trust's work, in terms of its governance, leadership, funding practices, partnerships, learning etc. – driving forward key improvements throughout the organisation. Another ambition was using the values to identify organisations to partner with.

3. As part of Bridging Divides' ambition to be 'a strategy that learns and adapts', and following a competitive tendering process, in February 2018, Renaisi was appointed as learning partner to Bridging Divides, to act as a critical friend and help CBT learn from its work in real time.
4. Following the launch and implementation of Bridging Divides, it was felt that the values should be revisited, so Renaisi was commissioned to explore:
 - a) What do the values mean in practice?
 - b) What is the Trust currently doing? How could it do this better?
 - c) Where are the gaps?
 - d) What else could the Trust do?

Research methods

5. Renaisi addressed these questions using the following methods:
 - a) Interviews with nine people from across City Bridge Trust, including the Senior Leadership Team, a Committee Member and Funding Managers, to explore the values in depth.
 - b) Desk-based research to identify how other funders use their values.
 - c) Two short surveys completed by staff and Committee Members, with 19 and seven respondents respectively.
6. The research is incorporated into Renaisi's Review (appendix 1), and a summary of the quantitative results of the surveys is an appendix to the Review.
7. We are grateful to all the City Bridge Trust staff and Committee Members who contributed to this research.

Findings

8. During the research process it became clear that the values were not clearly understood by all or being implemented consistently and would benefit from clarifying and reframing before implementation strategies are developed.
9. As a result, the report focusses on how the values are currently articulated and challenges identified by research participants, options for how to implement the values and recommendations about how the values may be framed differently to help with their implementation.
10. The results of Renaisi's research show the commitment of CBT Committee Members and staff members to having organisational values, the sense of

motivation both groups feel about being a values-led funder and particularly the extent to which Members use the current values in their decision making.

11. Most research participants felt that our values should inform all our activities and processes, and should be adopted by all committee and staff members, summarised by a survey respondent:

“If we state that we are values led funder, then we need to try to work through the application of those values across all aspects of our practice.”

Conclusions

12.

- a) We should be a values-led funder (all 7 surveyed Members and all but 1 surveyed member of staff said this motivated them in their role)
- b) our values should run through every part of the Trust’s work – acting as a ‘golden thread’, rather than applied only to what we fund or how we fund (10 out of 14 staff members surveyed agreed)
- c) the values should be clearly articulated, simple, memorable and easy to understand
- d) they should be broad enough to be applied generally
- e) they should be framed as statements of behaviour, to guide both individual and institutional actions.

Summary of recommended changes

Table 1

Current value	Recommended value	Explanation
Inclusion and representation	We are inclusive	Of the two principles, ‘inclusive’ is more achievable, and most widely applicable to the variety of settings in which your officers operate.
Care for the environment	We are environmentally responsible	‘Care for’ was felt to be too weak, in light of the climate crisis and the unprecedented call to funders from scientists to help. “Responsible” suggests shared accountability so can be applied across team, grantees and committee Members
Collaborative working with Londoners, communities and all sectors	We are collaborative	‘Collaborative’ is simpler and more memorable

Current value	Recommended value	Explanation
Being adaptive, creative and purposeful	<p>We are adaptive</p> <p>We are progressive</p>	<p>‘Adaptive’, most clearly aligns with the principles behind <i>Bridging Divides</i> and is most clearly applicable to how you and your officers operate.</p> <p>‘Progressive’ captures both ‘creative’ and ‘purposeful’, as well as an ambition to seek new ways of working in response to needs and gaps as they arise</p>
Early action	Remove this as a value	While this can be an important funding principle in certain contexts, overall it is not a useful guide to how we operate as a funder.

Next steps

13. Subject to Member approval of the proposed changes to values, officers will work with Renaisi to develop how the values should be used to guide how the Trust operates internally and externally.
14. Copies of Renaisi’s desk research key findings and PowerPoint presentation can be made available on request.

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 City Bridge Trust

Committee:	Date:
City Bridge Trust (CBT)	25 th July 2019
Subject: Financial Position of CBT in respect of the quarter ended 30 th June 2019	Public
Report of: Chief Grants Officer and Director of CBT The Chamberlain	For Information
Author Nathan Omane, Senior Accountant (Charities) - Interim	

Summary

This paper sets out CBT's financial position against budget for the quarter ended 30th June 2019. CBT was allocated an annual budget of £23.272m with £21.338m of this budget allocated to the grants programme and £1.9m (net of income) to operational costs (split across local risk, central risk and recharge budget lines). At the end of the first quarter, the net spend is under budget by £9k.

This underspend is comprised of:

- a) an underspend in Local Risk of £105k and
- b) an overspend in Central Risk of £96k

The Local Risk underspend is mainly from Supplies and Services and Employee Costs. This is timing related with costs expected during the rest of the financial year. Similarly, the overspend in Central Risks is also timing related and is explained in detail below in section 5.

Recommendation

- a) That the report be noted.

Main Report

Table 1: CBT Budget v Actual Spend, Quarter Ended 30th June 2019.

	ACTUAL YTD	BUDGET YTD	VARIANCE	VARIANCE %	ANNUAL BUDGET
	£'000	£'000	£'000	%	£'000
Local Risk					
Employees	(464)	(499)	35	7	(2,065)
Transport	(1)	(2)	1	65	(9)
Supplies and Services	(100)	(169)	69	41	(450)
Total Expenditure	(565)	(670)	105	16	(2,524)
Income	28	28	-	-	198
Total Local Risk	(537)	(642)	105	16	(2,326)
Central Risk					
Grants	(3,439)	(3,357)	(82)	(2)	(21,338)
Depreciation	(8)	(8)	-	-	(31)
Social Investment Income	112	126	(14)	11	530
Total Central Risk	(3,335)	(3,239)	(96)	(3)	(20,839)
Recharges	(27)	(27)	-	-	(107)
Total Net Expenditure	(3,899)	(3,908)	9	-	(23,272)

Analysis of Table 1

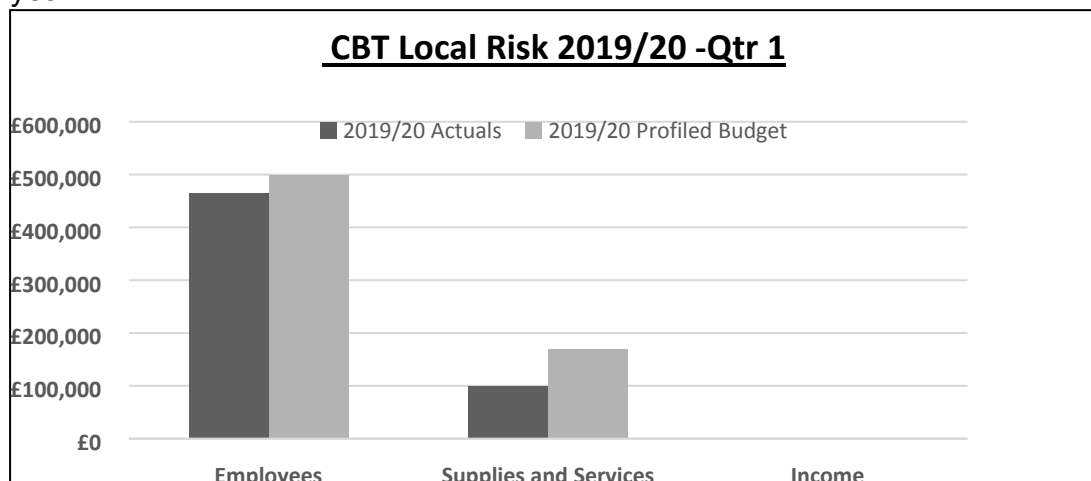
Local Risk

Employee Costs

1. At the end of the first quarter, staff costs were underspent by £35k against budget. Full time equivalent (FTE) headcount was 27.9 compared to a budgeted FTE headcount of 29.8 Some vacancies, notably the Data Analyst and Funding Officer are yet to be recruited, with the Senior Accountant Charities role currently covered by an interim.

Supplies and Services

2. Supplies and Services, which include consultancy, software maintenance and support, subscriptions, and events and conferences, were underspent by £69k. Of this underspend £55k relates to fees and services to the Philanthropy House (PH) project. The delay in this expenditure is due to the need to generate a detailed comparative assessment of the relative merits of different properties prior to taking final recommendations to the relevant committee to approve. The breadth of committee oversight required for this project has also constrained progress. It is expected that spend in relation to the PH project will be incurred across the last two quarters of the financial year 2019/20.
3. Some of the underspend also relates to the delay in the procurement and installation of the new CRM database. This was due to a more detailed and complex procurement exercise than originally anticipated with budget now confirmed as carry forward from 2018/19. The expectation is that the new system will be in place in September 2019 with costs to be incurred in the second quarter of the financial year.
4. The graph 'CBT Local Risk 2019/20 – Qtr 1' shown below, provides a snapshot of the £105k underspend on the budget for the first quarter of the year.



Backlog of applications

5. Following a detailed review of the current Local Risk staffing budget £60k was identified to cover the cost of employing a 12-month fixed term Funding Manager. However, an additional £41k will be needed to fund the engagement of freelance grant assessors. A detailed report and recommendation for an uplift in Local Risk budget can be found elsewhere in your papers.

Income

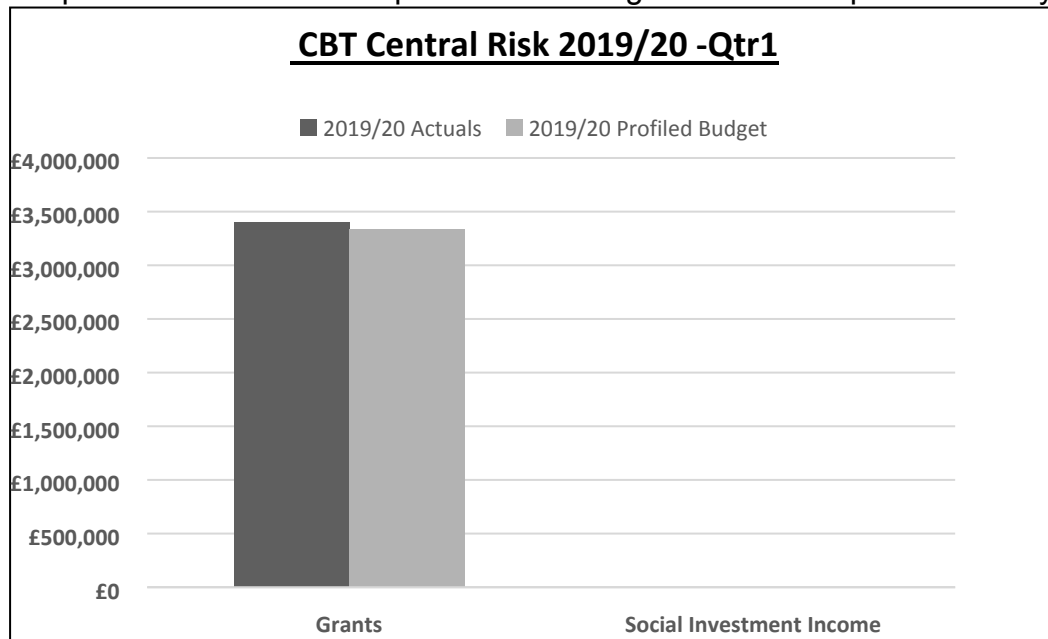
6. Income of £28k is on target to budget and relates to the Wembley National Stadium Trust contract for the first quarter.

Central Risk

Grants

7. Grant expenditure as recorded in CBT's financial records for the quarter ended June 2019 was £3.4m against a budget of £3.3m, being grants approved from the first committee of the year. There was an underspend on the core grants programme of £376k with an overspend on Anniversary Programme Infrastructure Support grant expenditure of £442k. Both variances arise from the timing of the grant commitments. The core grants programme is budgeted to be spent in six equal instalments over the year to reflect the CBT Committee meetings cycle. Anniversary Programmes Infrastructure Support grant commitment was originally budgeted to be spent towards the end of the year. However, applicants were able to submit Stage 2 applications earlier than originally anticipated
8. Anniversary Programmes Infrastructure Support of £1.8m and Employability Programme of £0.8m were carried forward from 2018/19 into 2019/20 within the grant-making designated fund. These represent funds already agreed by Committee for specific purposes
9. A more detailed analysis of the grants budget can be found within the Grants Budget and Applications report.

10. The graph 'CBT Central Risk 2019/20 – Qtr 1' shown below provides a snapshot of the £96k overspend on the budget for the first quarter of the year.



Depreciation

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

Social Investment Fund

12. Income on Social Investments for the quarter ended 30th June 2019 was £112k against a budget of £126k. The returns on some of the investments were less than budgeted due to market conditions. Further investments are due to be deployed later in the financial year.

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Committee	Dated:
City Bridge Trust	25 th July 2019
Subject: Grants Budget and Applications today	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Information
Report author: Jemma Grieve Combes, Head of Impact and Learning	

Summary

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

Recommendations

Members are asked to:

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

Main report

1. 62 grant recommendations will be dealt with at today's meeting, including 42 grant recommendations for your decision today (see section 11 of today's papers). 20 grants are to be noted as approved by delegated authority since your last meeting (section 12b of today's papers).

Table 1: Today's recommendations								
	Investing in Londoners		Bridging Divides		Anniversary Programmes		Total	
Action	N ^o	£	N ^o	£	N ^o	£	N ^o	£
Grant recommendations for today's decision	0	0	41	5,817,750	1	191,630	42	6,009,380
Approved by delegated authority up to £10,000	0	0	13	57,266	0	0	13	57,266
Approved by delegated authority from £10,001 - £25,000	0	0	2	43,100	0	0	2	43,100
Approved by delegated authority from £25,001 - £50,000	1	38,950	4	161,340	0	0	5	200,290
Sub total	1	38,950	60	6,079,456	1	191,630	62	6,310,036
Additional non-grant spend	0	0	1	33,190	0	0	1	33,190
Total	1	38,950	61	6,112,646	1	191,630	63	6,343,226

2. A further 47 applications are either recommended for rejection, rejected by delegated authority or have been withdrawn or lapsed (sections 12a and 12c of today's papers).

Table 2: Today's rejections	
Action	Bridging Divides N ^o
Recommended for rejection	35
Delegated small grant /eco-audit rejections (to note)	2
Withdrawn (to note)	9
Lapsed (to note)	1
Total	47

3. There are 4 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 £10,134,534 remaining of your year 2 (2019/20) Bridging Divides budget allocation.
5. The Anniversary Programme funds available of £1,936,620 are for your Infrastructure Programme of work. 2 grants have been approved in 2019/20 to date and 1 application under your Cornerstone Fund is brought to today's meeting.

Table 3: Overall spend against 2019/20 total grants budgets						
	Bridging Divides/ Investing in Londoners		Anniversary Programmes		Total	
Budget		£		£		£
2018/19 designated fund ¹		0		1,936,620		1,936,620
2018/19 overspend		(667,343)		0		(667,343)
2019/20 Budget		20,000,000		0		20,000,000
Total budget		19,332,657		1,936,620		21,269,277
Grants awarded in 2019/20	2,957,250		441,600		3,398,850	
Funds designated but not yet awarded ²	155,925				155,925	
Less 2019/20 variations to date ³	0		0		0	
Net grant commitments 2019/20 to date		3,113,175		441,600		3,554,775
Remaining budget 2019/20		16,219,482		1,495,020		17,714,502
Today's meeting						
Grant commitments		6,118,406		191,630		6,310,036
Non-grant commitments ⁴		33,190		0		33,190
Today's meeting total		6,151,596		191,630		6,343,226
Less today's variations	(66,648)		0		(66,648)	
Remaining budget 2019/20 after today's meeting		10,134,534		1,303,390		11,437,924

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. One exception was made under delegated authority to increase the amount awarded to the LMA by £378.
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.

Jemma Grieve Combes, Head of Impact and Learning

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INDEX OF GRANT RECOMMENDATIONS

	Ref No.	Organisation	Requested Amount	Recommended Amount
<u>Cornerstone Fund</u>				
a)	15515	Community Links Bromley	£182,624	£191,630
<i>Total Cornerstone Fund</i>			£182,624	£191,630
<u>Bridging Divides</u>				
Advice and Support				
b)	15330	Body & Soul	£60,000	£60,000
c)	15071	CLIC Sargent	£260,206	£254,000
d)	15302	Ealing Law Centre	£127,139	£108,000
e)	15242	Latin American Women's Rights Service (LAWRS)	£82,865	£82,900
f)	14997	North Kensington Law Centre	£100,000	£100,000
<i>Total Advice and Support</i>			£630,210	£604,900
Connecting the Capital				
g)	15247	Children England	£60,748	£279,520
h)	15285	Claremont Project (Islington)	£98,816	£98,800
i)	15317	Covent Garden Dragon Hall Trust	£65,972	£66,000
j)	15068	Crafts Council	£99,626	£100,000
k)	15299	CREATE London	£63,000	£58,000
l)	15208	Headway East London	£119,151	£102,230
m)	15017	Irish Elderly Advice Network	£150,000	£150,000
n)	15236	Islington Boat Club (IBC)	£54,600	£54,600
o)	15445	London Legal Support Trust	£472,438	£464,000
p)	15447	St Gabriel 's Parish House Trust	£100,000	£100,000
q)	15409	Stepney City Farm Ltd	£191,761	£191,800
r)	15266	Stratford Circus Arts Centre	£71,988	£72,000

INDEX OF GRANT RECOMMENDATIONS

	Ref No.	Organisation	Requested Amount	Recommended Amount
s)	15189	The French Protestant Church of London	£98,500	£98,500
t)	15054	The Horse Rangers Association (Hampton Court) Limited	£109,025	£109,000
u)	15018	Young Barnet Foundation	£313,992	£200,000
v)	15230	Young Brent Foundation	£258,982	£200,000
w)	15215	Young Ealing Foundation	£311,134	£220,000
x)	15066	Young Harrow Foundation	£299,888	£200,000
y)	15076	Young Westminster Foundation	£295,625	£200,000
<i>Total Connecting the Capital</i>			£3,235,246	£2,964,450

Positive Transitions

z)	15012	Advocacy in Greenwich	£148,341	£147,400
aa)	15163	Albert Kennedy Trust	£60,000	£57,500
bb)	15300	British Refugee Council	£79,193	£79,200
cc)	15067	Centrepont Soho	£183,397	£107,100
dd)	15187	Embrace CVOC (Child Victims of Crime)	£58,784	£48,800
ee)	15161	Evergreen Play Association Ltd	£130,000	£46,200
ff)	15062	Islington Mind	£181,175	£181,200
gg)	15311	Nafsiyat Intercultural Therapy Centre	£79,500	£66,000
hh)	15293	Prison Advice and Care Trust	£131,711	£132,000
ii)	15167	Shpresa Programme	£51,961	£52,000
jj)	15295	St Clement and St James Community Development Project	£95,110	£95,000
kk)	15083	Sycamore Trust U.K.	£102,993	£90,000

INDEX OF GRANT RECOMMENDATIONS

	Ref No.	Organisation	Requested Amount	Recommended Amount
ll)	15084	Trailblazers Mentoring Ltd	£71,000	£71,000
mm)	15072	Waterloo Community Counselling	£70,000	£80,000
<i>Total Positive Transitions</i>			£1,443,165	£1,253,400

Strategic Initiatives - Bridging Divides

nn)	15328	London Legal Support Trust	£345,000	£345,000
oo)	15362	Participatory City Foundation	£495,000	£450,000
pp)	15323	SEUK	£200,000	£200,000
<i>Total Strategic Initiatives - Bridging Divides</i>			£1,040,000	£995,000

Grand Totals	£6,531,245	£6,009,380
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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: 25/07/2019

Ref: 15515

ASSESSMENT CATEGORY: Cornerstone Fund

Community Links Bromley

Adv: Gilly Green

Amount requested: £182,624

Base: Bromley

{Revised Request: 191,630}

Benefit: Bromley, Enfield

Greenwich, Hackney, Merton

Amount recommended: £191,630

The Applicant

Community Links Bromley (CLB), a charity, is the Integrated Council for Voluntary Service and Volunteer Centre for the London Borough of Bromley. With over 50 years of operating as the leadership infrastructure organisation for the borough, it has an established track record and is well known to the Trust. It has previously led successful cross-sector partnerships in Bromley around the Transformation agenda and is the lead organisation for the partnership proposal before you, providing co-ordination, project management/monitoring and oversight functions.

The partnership is made up of five local CVSs which provide reach and representation from the breadth of London communities. The participating organisations are part of the London-wide VCS network and are well known to each other. The CEO in each CVS has committed to leading the project within their organisations and to share experiences and learning more widely. The partnership is already engaging with Collaborate (the Learning partner for this initiative) and places great emphasis on understanding and sharing lessons from the work.

The proposal

CLB is one of 11 organisations that went through the first stage of Round 1 of the Cornerstone Fund. It was awarded a development grant of £19,400 to work up the second stage proposal with its partners. It used the development grant to establish a steering group and hold a series of meetings centrally and locally with stakeholder senior officers including from local authorities, CCGs, and Health and Wellbeing Boards. This has allowed partners to identify opportunities for change locally and to assess the barriers which will need to be overcome. A key priority is to identify the role CVSs can play on behalf of their communities and citizens to effect such change. The development phase has already stimulated interest from organisations outside the partnership agencies.

The overall aim of the proposal is to improve how statutory services and civil society can work better together to improve health and wellbeing outcomes for Londoners. Each of the participating five CVSs will deliver a pilot project designed to disrupt or change the systems in which they operate increasing the involvement of local organisations and communities in the planning and design of services.

The five projects are:

1. Merton Voluntary Sector Council (MVSC)

Aim: to achieve a step change in how residents and the local voluntary sector engage in co-production of health and social care through targeted work on diabetes with the South Asian community.

Evidence from the CCG and Public Health indicate that the South Asian communities are at higher risk of diabetes than the general population. In 2018 Merton Healthwatch supported the Diabetes Truth Commission which explored residents' experience of diabetes and helped inform the Diabetes Action Plan, adopted by the Health and wellbeing Board. This proposal focuses on two specific activities to engage the community more effectively in this cross-sector strategy: use of out of borough residential placements and the 'clinical' experience.

Activities

- Two surveys of South Asian and BAME people with lived experience to identify how people use services, what works and where the gaps are to establish a baseline
- Design workshop with CCG/Public health and people living with diabetes
- Support new commissioning processes with community participants
- Measure uptake and responses with VCSE organisations and service users

Strengths and potential risks

MVSC already plays an active role in Merton Health and Social Care integration. The CEO is the VCS representative on the Health and Care Together board which brings together commissioners and decisions makers from the LB Merton and the CCG. There is close alignment with the priorities of Merton Healthwatch. MVSC has strong connections to residents and this initiative builds on existing work in the borough. There is also an existing framework of VCSE players with whom to share learning. The challenges include the low take up of existing services and engagement of this community to date, but Merton CVS has achieved a good response from its previous targeted work with this community.

Budget: £32,880 over 3 years (£8,360; £11,510; £13,010) to cover consultancy fees to lead engagement and co-production, MVSC project oversight and events, publicity and dissemination.

2. Metro GAVS: Aim: to further support the development of a strong and representative independent organisation led and run by people with lived experience of mental ill health to become the major service conduit for co-production of mental health services in the borough.

There are significant challenges around mental health across London, including in Greenwich. These include gaps in community provision, continued high levels of spend on out of area placements and inequity of service provision across particular groups. Mental health is the highest priority health concern in the borough. Greenwich Health and Wellbeing board has agreed to develop a Mental Health Alliance comprising the key statutory and voluntary players, together with those with lived experience, the purpose of which will be to take a systems wide and holistic approach to service delivery. The Alliance will be formally launched in December 2019 and two priorities have already been agreed: reducing the use of residential placements and improving the experience of MH service users in clinical settings,

both of which areas require a strong user voice. The fledging user led organisation of people with lived experience of MH - GAIN - will undertake this work on behalf of the Alliance so that it is grounded in a strong user voice and this this proposal Metro GAVS will support the two aspects of the work.

Activities

- Supporting the development of an emerging independent organisation GAIN – led and run by people with lived experience - to undertake the work on these priorities over the next 3 years.
- This will critically include supporting GAIN to facilitate co-production meetings between clinicians and service users, undertaking surveys, and producing reports along with associated learning.
- Metro GAVS will also support the development of the MH Alliance, and host meetings 5 times each year.

Strengths and potential risks

The importance of coproduction has already been accepted as a key principle of the multi sector MH Alliance and there is an openness to work in new ways. METRO GAVS already has good relationships with statutory players and its facilitation of bringing clinicians and service users together is seen locally as a strong asset. The initiative aligns well with key priorities in the borough. The development of a new organisation of people with lived experience of mental ill health, supported by the CCG suggests some permanency about the perceived value of service user input. As with all multi sector approaches which aim to place users at the heart of developments, the reality of levelling the playing field to ensure power is shared and all voices are heard is likely to be an ongoing challenge throughout the project, but if delivered well, this could be a useful model for user input more generally.

Budget: £34,780 (£12,160; £11,310; £11,310) to cover admin support, room hire, meeting facilitation, report writing and guidance notes, evaluation and management costs.

3.Hackney CVS: Aim: to better embed the VSCE in the health and Social Care Transformation structures and operational activity - particularly with 4 specific workstreams and a neighbourhood approach.

LB Hackney and City of London are committed to developing an integrated care system. It already has an integrated commissioning process for the two boroughs involving the CCG, hospitals, GPs, the councils, as well as the political leads. Hackney CVS has a seat on the Integrated Commissioning Board and facilitates VCSE representation across Transformation structures. As part of its Health and Social Care Forum for VCS system leaders, HCVS has established a new representative voluntary sector infrastructure to drive change within the public sector and co-deliver health and social care services. To support this process, it has established a VCSE Transformation leadership group which has been scoping the way the sector could support the integrated care system. However, there is an urgent need to look at the governance arrangements for this group to ensure it has a robust framework in which to make decisions and allow for the engagement of as

many VCSE organisations as possible, as well as ensure its actions and decision-making processes are transparent and accountable.

Activities

- Developing protocols for managing conflicts of interest for members of the board and those of Hackney CVS as a commissioner, facilitator and consortium lead
- Working to develop new partnership arrangement or MOUs between VCSE organisations working on areas of common interest.
- Improving communication to the wider sector around the opportunities for engagement
- Scoping national best practice in terms of VCSE involvement in tackling issues in integrated care systems

Strengths and potential risks

The proposal's aim to create a vision for how VCSE can be involved in the integrated care system locally sits well within the broader Fund outcomes of sharing best practice. The work on governance and transparency is critical if new structures and systems are to be open and accessible. Hackney CVS is very well established in the local Health and Wellbeing system and this is evidenced by its representative role on many partnership boards on behalf of the broader VCSE. The key strength of this bid is the expected clarity the project will deliver on the potential VCSE offer. This will be highly valuable for commissioners who struggle at times to understand the sector and what it can offer. The project will need strong leadership to manage the potential conflicts that may arise between VCSE organisations, but the CVS is aware of this and has considerable experience. It may also prove challenging to gain access to some partnerships which are currently comprised solely of statutory players.

Budget £22,900 (£14,080; £4,200; £4,620)

4. Community Links Bromley: Aim: to develop a Centre of Excellence for Social Value as part of the broader collaboration between Bromley Council, Bromley CCG and the Bromley Third Sector Enterprise. Through specialised capacity building and development this will in turn strengthen the VCSE and its ability to contribute to health and wellbeing commissioning

CLB have played a significant role in the development locally of new services such as Healthwatch, social prescribing, Bromley Third sector Enterprise (enabling the VCSE to be recognised as 'single provider') and Bromley Well – a 5 year £2.1m annual contract to the VCSE to provide primary and secondary health services in the borough. Through this last example – Bromley Well, commissioners acknowledged that their commissioning processes were not outcome focused but signalled that they wish to work with BTSE to develop ways of working to evidence the social and economic impact of this major new contract. This work is underway and the first year is funded by local commissioners. However, as the Government strengthens the Social Value Act and requires Commissioners to 'explicitly evaluate' social value when they tender a contract, evidencing their social value will become more and

more important to civil society organisations. Building on this first year's work, CLB will lead on helping organisations demonstrate their social and economic value, ultimately establishing a 'centre of social value excellence'. This will increase the recognition of the need to understand social value, build capacity and confidence to demonstrate social value and share this learning through Bromley and more widely,

Activities

- Recruit a social value specialist post
- Raise awareness of the need for VCSE to understand and own social value
- Establish a network of social value champions
- Offer specialist one to one sessions and workshops to support organisations to learn how to measure social value
- Develop a social value peer network to contribute shared learning and provide exemplar protocols

Strengths and potential risks

CLB has a great track record in leading VCSE consortia to break new ground. With funding for year 1 valued at £34K provided by the CCG, there is evidence of strong support for this development within the borough. Local organisations will be considerably strengthened and more responsive by being able to demonstrate their social value. CLB partnerships with statutory bodies are strong and relationships long term. The impact of the project has the potential to place civil society organisations and the communities which they serve will be at the heart of the health and wellbeing system. CLB has experience of supporting the sector with specific capacity building activities (your funds have recently supported one such initiative on diversity) and has an impressive reach. Risks include the lack of capacity for smaller organisation to engage but previous work has demonstrated high levels of engagement. The total cost of the project is £74,010 and £33,485 is likely to be forthcoming in match funding from the Bromley Well Innovation Fund.

Budget £68,310 to cover salary, project running costs and management charges (£10,720; £49,900; £7,690)

5. Enfield CVS: Aim: This project aims to test the hypothesis that through strategic representation health champions from VCSE organisations will be an effective voice for diverse communities in design and planning local services and improve co-production of health and wellbeing services, resulting in better health outcomes for local people.

EVA trained 30 health champions in 2017-18. Health champions use day to day interactions to encourage changes in behaviour that have a positive impact on the health and wellbeing of individuals and communities. They engage through a range of activities offered in VCSE organisations.

Activities

Building on this work, the project will train 12 health champions each year representing their own local communities to deliver messages of local needs to statutory agencies, raise issues of unmet need and ultimately co-produce services

with the CCG, NHS North Central London and Public Health. Health champions will work with a diverse range of voluntary organisations ensuring residents have access to support and services that can help better meet their needs.

Strengths and potential risks

The Health Champion model for enabling VCSE organisations to improve health outcomes for residents including early detection of problems, self-management of long-term conditions, more physical activity and healthier diets has been shown to be effective. Health Champions have deep reach into local communities and are often themselves people with lived experience. However, opportunities to influence the broader health agenda at a local level in Enfield have been limited. EVA's commitment to empower local champions to attend strategic meetings and thus have greater influence on local planning and delivery is ambitious. Whilst there are positive noises from statutory partners, the planning for how this shift might happen is less clear, and whether engaging in this way with Health Champions including those with lived experience is a priority will be a priority is less known. However, EVA recognises the risks that the statutory authorities may be hard to engage and is tapping into relevant strategic priorities to mitigate this risk where possible.

Budget: £32,760 over 3 years (£10,576; £10,916; £11,268)

Outcomes

Whilst each project has submitted individual outputs, outcomes and indicators, they also aim to meet the following headline outcomes of the Cornerstone Outcomes framework:

- **Voice and Influence:** Londoners are able to campaign effectively. Londoners have increased voice and influence – *for example the work at Metro GAVS will result in the development of a new user led organisation around mental health to co design local services*.
- **Capacity and Capability:** Community and voluntary groups are effectively supported to deliver their mission and goals. Improved use of civil society assets and resources – *for example the development of a Centre of Excellence on Social Value will help statutory partners better understand the role of the VCSE and commission services from it more effectively. Includes Bromley's work on social value*
- **Collaboration:** Improved collaboration between organisations and across sectors that deliver real change to systems – *for example Hackney CVS's work to discover and share best practice on the role of the VCSE in integrated care systems.*

Recommendation

It is widely recognised that there needs to be a radical change in approaches to the commissioning and delivery of community-based health and social care. The five projects are distinct in their focus, but together they create a holistic approach to better inclusion, voice and asset-based inputs to enhance service strategies and

commissioning. It is an ambitious bid but the strength of the partnership, the collaboration with relevant statutory partners and the alignment with local priorities are real strengths. The proposal is not without risk but the potential rewards in shifting the culture of engagement for local communities and organisations is significant. The budget has been increased as the organisation originally omitted the peer support costs and costs for the accountable body for years 2&3.

£191,630 over 3 years (£55,900; £87,830; £47,900) to cover project delivery for 5 CVS projects, peer support costs, project board meetings and costs for the accountable body including project support and administration.

Funding History

Meeting Date	Decision
25/07/2019	
07/09/2018	£19,130 towards the research, consultation and development costs of a project to enable communities to be better engaged with health and care commissioning, resulting in better health and wellbeing outcomes for London's communities.
22/09/2016	£66,750 over two years (£35,250; £31,500) towards project delivery, including tutors' fees, venues and materials, project management and on-costs.
13/03/2014	10 days (value £4,000) to undertake an eco-audit with Community Links Bromley and within Community House.
18/03/2010	£90,000 over two years (2 x £45,000) for the support and continued development of the Funding Information and Advice Service, conditional upon receipt of a satisfactory budget for 2010-11.

Financial Information

CLB relies heavily on contract income from the CCG, local authority and the GLA. Most current contracts have between one and three years to run. Whilst there is a need to diversify income streams, including increasing earned income, it is likely that contracts will continue to provide most of its income. As at 31 March 2018, free reserves were considerably below target. However, as a result of modest surpluses on unrestricted funds forecast for 2019 and 2020, combined with a reduction in unrestricted expenditure in the 2020 budget, the direction of travel is positive and unrestricted reserves are set to reach the target by 2020.

Year end as at 31 MARCH	2018 Examined Accounts	2019 Draft Accounts	2020 Budget
Income & expenditure:			
Income	416,860	363,860	272,608
- % of Income confirmed as at June 12th 2019	n/a	n/a	90%
Expenditure	(380,122)	(382,415)	(239,253)
Total surplus/(deficit)	36,738	(18,555)	33,355
Split between:			
- Restricted surplus/(deficit)	48,121	(40,021)	22,021
- Unrestricted surplus/(deficit)	(11,383)	21,466	11,334
	36,738	(18,555)	33,355
Cost of Raising Funds	38,000	22,864	24,443
- % of Income	9.1%	6.3%	9.0%
Operating expenditure (unrestricted funds)	234,226	237,872	147,236
Free unrestricted reserves:			
Free unrestricted reserves held at year end	7,940	29,406	40,740
No of months of operating expenditure	0.4	1.5	3.3
Reserves policy target	58,557	59,468	36,809
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(50,617)	(30,062)	3,931

MEETING: 25/07/2019

Ref: 15330

ASSESSMENT CATEGORY: Bridging Divides - Advice and Support

Body & Soul

Adv: Tim Wilson

Base: Islington

Amount requested: £60,000

Benefit: London-wide

Amount recommended: £60,000

The Applicant

Body & Soul (B&S) is a registered charity working to support people who have experienced, or are at risk of experiencing, significant childhood adversity. This beneficiary group includes those living with HIV, children adopted from care, and young people who have attempted suicide.

The Application

This is a request for continuation funding. B&S had a three-year award from the Trust which ended in January 2019. As per the Trust's guidelines, the organisation has requested a further two-years' funding. The charity's remit has widened since the 2015 grant when B&S' work was exclusively focused on HIV. B&S believe that its model works effectively with other groups who have faced adverse experiences in childhood. This request is, however, restricted to supporting the costs of casework and advocacy services for people living with HIV, and is in line with the previous three-year award.

The Recommendation

Monitoring for the previous City Bridge Trust grant was consistently strong. The charity provided evidence of ongoing demand as well as case examples and individual testimonies from its beneficiaries. The charity's advice work is accredited, and its proposal builds on work delivered to date. City Bridge funds will be restricted to work with HIV-positive members. The charity is highly regarded, and funding is recommended as follows:

£60,000 over two further and final years (2 x £30,000) to support the costs of casework and advocacy services for Londoners living with HIV, providing advice and support on housing, benefits, immigration, employment and debt.

Funding History

Meeting Date	Decision
24/11/2016	Withdrawn application to the Stepping Stones Fund.
26/11/2015	£86,500 over three years for a full-time Head of Casework and Advocacy, overseeing the delivery of Body & Soul's HIV support programme.
20/01/2011	£50,200 over three years towards the salary costs of a worker supporting teenagers living and affected by HIV in London.

Background and detail of proposal

B&S offers a range of one-to-one and group-based support services to its members. Work is tailored to the individual needs of the member and include therapy, advocacy, education, and employment coaching as well as arts and sports activities with a focus on wellbeing.

Work is delivered through B&S' "Stability and Success" project which is designed to enhance members' confidence, independence and life-skills. In line with the previous award, the charity would use City Bridge Trust funding to deliver 48 annual one-to-one member appointments with its Head of Casework and Advocacy, 48 annual sessions with casework interns and volunteers, 36 annual legal clinics for support from the charity's pro bono lawyers, and 6 annual living-skills workshops for people with HIV.

The charity is working to generate more of its own income through venue hire and training, and this suggests there is scope to self-sustain elements of the "Stability and Success" project at the end of any continuation funding City Bridge may provide.

Financial Information

The charity's most recent audited accounts are from 2017 and given that the majority of funds requested from City Bridge Trust will be drawn in 2020 the financial table below covers a longer period than you would usually see.

Overall, the financial picture is reassuring. Whilst B&S' free reserves are slightly above target in 2017 and 2018, they are not unreasonable so for an organisation offering such a wide range of services. Income is expected to grow in 2019 as the organisation raises new funds to cover expanded operations. This planned expansion of new services is reflected in the surpluses on restricted funds shown in 2019 and 2020. These funds will be utilised as service delivery scales up.

Year end as at 31st December	2017 Audited Accounts £	2018 Draft Accounts £	2019 Forecast £	2020 Budget £
Income & expenditure:				
Income	1,557,005	1,482,224	1,852,000	1,902,000
- % of income confirmed as at 17th April 2019	n/a	n/a	57%	19%
Expenditure	(1,482,973)	(1,539,069)	(1,728,313)	(1,780,162)
Total surplus/(deficit)	74,032	(56,845)	123,687	121,838
Split between:				
- Restricted surplus/(deficit)	(3,497)	(64,166)	132,434	134,183
- Unrestricted surplus/(deficit)	77,529	7,321	(8,747)	(12,345)
	74,032	(56,845)	123,687	121,838
Cost of Raising Funds				
- % of income	11.3%	12.9%	11.2%	11.2%
Operating expenditure (unrestricted funds)	874,833	854,251	1,119,947	1,153,545
Free unrestricted reserves:				
Free unrestricted reserves held at year end	344,733	352,054	343,307	330,962
No of months of operating expenditure	4.7	4.9	3.7	3.4
Reserves policy target	218,708	213,563	279,987	288,386
No of months of operating expenditure	3.0	3.0	3.0	3.0
Free reserves over/(under) target	126,025	138,491	63,320	42,576

MEETING: 25/07/2019

Ref: 15071

ASSESSMENT CATEGORY: Bridging Divides - Advice and Support

CLIC Sargent

Adv: Geraldine Page

Amount requested: £260,206

Base: Hammersmith & Fulham

Benefit: London-Wide

Amount recommended: £254,000

The Applicant

CLIC Sargent (CS) is the UK's leading cancer charity for children and young people and their families. It was formed in 2005 after a successful merger between CLIC (Cancer and Leukaemia in Childhood) founded in 1976 and Sargent Cancer Care for Children founded in 1968. CS supports children and young people from diagnosis onwards and aims to help the whole family deal with the impact of cancer and its treatment, life after treatment and, in some cases, bereavement. Services provided include: specialist nurses and social care professionals; free accommodation in Homes from Home close to specialist cancer hospitals which allow families to stay together while their child is being treated; welfare grants and advice on finances and benefits; youth and play activities; and campaigning on issues which children and families say are important to them. The charity also undertakes research into the impact of cancer on children and young people. It uses this evidence to raise awareness and to seek to influence government and policy-makers, and those who provide public services across the UK.

The Application

CS care teams provide specialist clinical, practical, financial and emotional support across the UK. This application seeks funding towards its Cancer Costs programme delivered by its Cancer Care team at University College London Hospital (UCLH), including an advice helpline (in partnership with Hammersmith and Fulham Citizen's advice bureau), information resources and participation (a young person's reference group). Cancer Costs helps the families of children with cancer and young people (16-25) with a cancer diagnosis to cope with the financial burden of their illness. The Cancer Care team, including qualified social workers and young people community workers, act as a key source of support, advice and sign-posting. The team at UCLH enable families to access grant-funding as well as providing advice and support around benefits, bills, employment, housing and other interconnected issues. The team also help liaise with young people's employers and sort out housing issues to keep families together, because day-to-day life doesn't stop when you have cancer.

The Recommendation

The work of the CS Social Workers in providing non-medical, 'soft' advice and support does not fall under any statutory responsibility. It is, though, extremely important and valuable to the many young Londoners and their families learning to live and cope with cancer. The work provides children and young people and their families access to financial advice and support before they hit crisis point and help families avoid falling into unnecessary and unmanageable debt, which can add huge stress on top of diagnosis and affect a young person or families ability to cope. The project fits well with your Bridging Divides - Advice and Support Programme and funding is recommended:

£254,000 over 5 years (£48,800, £49,800, £50,800, £51,800, £52,800) towards the running costs of the Cancer Costs programme for Londoners, run by the CLIC Sargent UCLH cancer care team.

Funding History

Meeting Date	Decision
31/10/2012	£139,000 over three years (£46,000; £46,000; £47,000) towards the salary and related costs of a Social Worker in each of the Royal Marsden and University College Hospital treatment centres for young people.

Background and detail of proposal

Undergoing cancer treatment is a difficult and isolating time for young cancer patients and their families, with their ability to cope often seriously affected by the financial pressures of a diagnosis. CS's report on Cancer Costs (Sept 2016) found 61% of parents accumulated debt as a result of their child's illness, with 17% of those borrowing over £5,000. 19% of parents, employed at the time of diagnosis, took over a year of unpaid leave during their child's treatment. 75% of parents and 54% of young people said managing their finances during treatment caused them additional stress and anxiety. The average family spends an additional £600/month on costs such as travel, overnight accommodation near hospitals, food and childcare for siblings. Lasting effects of cancer, such as mobility issues, create costs such as home modifications and on-going transport needs. As costs go up, incomes often go down. Many parents need to take unpaid leave from work or stop working altogether to care for their child. When young people cannot work due to treatment, their inability to pay bills puts them at risk of losing their homes and independence. In London, the high costs of travel and accommodation compound the problem. Some families and young people must engage in the challenging process of applying for benefits for the first time. 84% of parents and 73% of young people needed help to complete the forms.

The Cancer Costs programme provides the following advice and support to young people and children and their families to help limit the damage cancer causes beyond their health; Prompt information about benefit entitlements and support through the application process; Sign-posting/applying for grants from other organisations; Liaising with employers to secure sick pay, flexible working etc; Advocacy: arrange cheaper tariffs/more flexible payment plans with banks and utility companies during the treatment period; Applying for Blue Badges to reduce parking costs. By proactively supporting and advising families straight after diagnosis, CS Social Workers will ensure more Londoners have improved economic circumstances during and after treatment for childhood cancer. Following discussions with your Funding manager about which costs are eligible under your Bridging Divides programme, a revised grant request budget has been submitted and as a result the request has reduced slightly. The request includes a contribution towards staffing costs of the large Social Care team at UCLH, the total request for this element is no more than the equivalent of a FT post.

Financial Information

CS does not receive government funding for its core services. Income is raised through a variety of means including trusts and foundations, individual giving, corporate partnerships, selling products in its shops and online and the people's postcode lottery. The accounts presented are Group accounts which include CLIC Sargent and its active trading subsidiaries, CLIC Sargent

Promotions Limited, CLIC Sargent Developments Limited and CLIC Sargent Lottery Limited. Income and expenditure remain stable and reserves are within Trustees target of between £4.8 and £6m. The restricted deficit in 2019 relates to the spend of restricted funds on the purchase and construction of Homes from Home (free accommodation for children and young people and families close to principal treatment centres). The cost of development has been transferred to the designated fixed asset reserve.

You will observe from the financial table that the costs of raising funds is on the high side. CS have been investing in increasing the number of regular givers, whilst this provides long-term financial stability it is expensive in the short term. Additionally, the impact CS has on the families it supports means that they often want to 'give back' after treatment, usually in the form of local fundraising events or challenges. CS are incredibly grateful for the support families give it in return, however, the costs of community and challenge events fundraising are higher than other forms of fundraising. CS is currently developing its new corporate strategy and over the next three years, it plans to increase its reach, so that it can be there for every young person who needs support, this will mean a greater demand for its advice and support services.

Year end as at 31st March	2018 Signed Accounts £	2019 Draft Accounts £	2020 Forecast £
Income & expenditure:			
Income	28,884,000	29,549,000	30,356,000
- % of Income confirmed as at 20/06/19	N/A	100%	14%
Expenditure	(25,557,000)	(27,624,000)	(28,800,000)
Total surplus/(deficit)	3,327,000	1,925,000	1,556,000
Split between:			
- Restricted surplus/(deficit)	1,173,000	(2,016,000)	60,700
- Unrestricted surplus/(deficit)	2,154,000	3,941,000	1,495,300
	3,327,000	1,925,000	1,556,000
Cost of Raising Funds	11,901,000	12,969,000	13,109,000
- % of income	41.2%	43.9%	43.2%
Operating expenditure (unrestricted funds)	23,478,000	25,492,000	28,800,000
Free unrestricted reserves:			
Free unrestricted reserves held at year end	3,801,000	3,249,000	4,744,300
No of months of operating expenditure	1.9	1.5	2.0
Reserves policy target	4,800,000	4,800,000	4,800,000
No of months of operating expenditure	2.5	2.3	2.0
Free reserves over/(under) target	(999,000)	(1,551,000)	(55,700)

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MEETING: 25/07/2019

Ref: 15302

ASSESSMENT CATEGORY: Bridging Divides - Advice and Support

Ealing Law Centre

Adv: Geraldine Page

Base: Ealing

Amount requested: £127,139

Benefit: Ealing

Amount recommended: £108,000

The Applicant

Set up in 2012, Ealing Law Centre (ELC) is a registered charity and offers free specialist legal advice and representation to people on low incomes in Ealing and nearby boroughs. Currently ELC provides people in need with expert legal advice and representation, free of charge, in housing, immigration and welfare rights law. Its advice, representation and appeals services help vulnerable victims of domestic violence, human trafficking, asylum seekers and refugees. ELC provides a casework and appeals service for people at risk of losing their homes and with welfare benefit problems. Through outreach services at Ealing Food Bank and Brentford County Court it advises and assists persons facing crisis at their point of need.

The Application

In May 2016 you awarded ELC £155,400 over 3 years towards the wages of two 0.6FTE caseworkers, running costs and overheads of providing legal advice on housing and welfare rights. This funding enabled ELC to fill a gap in services that had been left by the closure of Law for All in 2011, and withdrawal of legal aid through the introduction of Legal Aid Sentencing and Punishment of Offender Act 2012 (LASPO). This application is for a further 2 years' continuation funding, which is permitted under your Bridging Divides programme.

The Recommendation

ELC's current 3-year grant, due to end in September 2019, has been very successful and exceeded targets. The charity plays an integral role in the advice community locally and nationally. ELC has developed close links with a network of local advice agencies. In 2018 its team won the Legal Aid Lawyer of the Year Award- Not for Profit Agency. Ordinarily you fund only one FTE post per organisation, in May 2016 you agreed to fund 2x0.6 FTE posts because Ealing had not received as much funding from the Trust compared to other boroughs and given that the salary costs are modest and the work important. This is still the case and as this is a continuation funding request it is appropriate to continue to fund at on the same basis. The recommended amount is £19k lower than the request due to removal of some costs which were not included in the original grant, thereby keeping funding at a similar level to before. This project fits well with your Advice and Support programme outcomes and priorities hence funding is recommended:

£108,000 over two further and final years (£54,000, £54,000) towards the wages of two 0.6FTE caseworkers, running costs and overheads of providing legal advice on housing and welfare rights.

Funding History

Meeting Date	Decision
24/05/2016	£155,400 (3 x £51,800) towards the wages of two 0.6FTE caseworkers, running costs and overheads of providing legal advice on housing and welfare rights.

Background and detail of proposal

ELC holds a legal aid contract for its immigration, housing and welfare benefits work. Work that falls outside the scope of Legal Aid is currently funded by several Trusts and Foundations including CBT. ELC provides outreach services at Ealing Food Bank, HADEA and Brentford County Court. It also provides training and Public Legal Education for community groups, academic institutions and other service providers and other establishments by direct request or through requests from Law Centres Network and other partners. Demand for services for welfare and housing legal advice and representation continues to exceed the capacity and there are no other providers in Ealing who can offer specialist legal advice and representation for free for people with limited financial means.

The Trust for London 2017 poverty profile gives Ealing an overall rank of 18.8. and it is ranked amongst the worst 8 boroughs for inequality, housing, low pay and benefits. ELC services are used by many marginalised people who face linked difficulties with housing and welfare benefits, are at risk of eviction, destitution or both, and who have been unable to access early legal advice. It works closely with front line advice agencies to identify such cases, providing outreach clinics, taking referrals of complex cases, and providing training for their staff. The two part-time posts provide much of the capacity which makes this work possible. They are also responsible for running ELC's housing advice line and sanctions hotline. Digital exclusion is becoming a major issue, especially with Universal Credit. To help address this ELC will introduce a form-filling clinic where volunteers, supervised by the Welfare Benefits Caseworker, will help client's complete online forms.

Financial Information

The charity's finances are stable, and its income is a combination of approx. 30% income earned through contracts and 70% grants and donations. ELC reserves policy is to hold free unrestricted funds for six months operating costs. Reserves are in slightly in excess of this but is prudent in the current climate.

Year end as at 31st March	2018 Examined Accounts £	2019 Draft Accounts £	2020 Forecast £
Income & expenditure:			
Income	264,974	315,218	420,005
- % of Income confirmed as at 4/6/19	N/A	100%	93%
Expenditure	(241,039)	(303,418)	(410,974)
Total surplus/(deficit)	23,935	11,800	9,031
Split between:			
- Restricted surplus/(deficit)	0	0	0
- Unrestricted surplus/(deficit)	23,935	11,800	9,031
	23,935	11,800	9,031
Cost of Raising Funds	0	60	1,500
- % of Income	0.0%	0.0%	0.4%
Operating expenditure (unrestricted funds)	79,812	97,095	133,715
Free unrestricted reserves:			
Free unrestricted reserves held at year end	106,745	118,545	127,576
No of months of operating expenditure	16.0	14.7	11.4
Reserves policy target	39,906	48,548	66,858
No of months of operating expenditure	6.0	6.0	6.0
Free reserves over/(under) target	66,839	69,998	60,719

MEETING: 25/07/2019

Ref: 15242

ASSESSMENT CATEGORY: Bridging Divides - Advice and Support

Latin American Women's Rights Service (LAWRS)

Adv: Julia Mirkin

Amount requested: £82,865

Base: Islington

Benefit: London-wide

Amount recommended: 82,900

The Applicant

The Latin American Women's Rights Service (LAWRS) is a user-led human rights organisation. It was set up in 1983 to address the needs of Latin American migrant women living in London, displaced by poverty or violence. LAWRS has three main areas of activity: its advice service, for which funding is requested; crisis intervention for those who have experienced domestic violence; and an education, training and personal development programme. The charity seeks to be holistic in its approach, addressing the range of related issues that can contribute to poverty, such as domestic violence, poor English and limited employability. LAWRS offers on-site crèche facilities to remove barriers for Women trying to change their lives.

The Application

This application is for two years continuation funding, following a three-year grant, awarded in May 2016, supporting the free, mother-tongue information and advice service. The production and distribution of up-to-date information leaflets and training sessions, supporting the development of financial and ITC literacy skills, are also part of this proposal.

The Recommendation

LAWRS is the only agency in London (and the UK) that offers linguistic, gender and culturally sensitive legal advice services, specifically focused on tackling poverty amongst Latin American women. During its existing grant, LAWRS has reported to a high standard and exceeded its outcome targets, whilst working within an increasingly challenging context. LAWRS has secured funding from Capital Group, which would be match-funding for any potential grant awarded today.

LAWRS renewed its AQS accreditation in 2018. It is a member of Advice UK, and its Director is Vice-Chair of the BAMER Advice Network.

£82,900 over two further and final years (£40,900); £42,000) for the f/t Housing, Money and Debt Coordinator; programme costs, including supervision; management costs and a contribution to overheads.

Funding History

Meeting	Decision
18/03/2016	£97,000 over three years for a F/t Coordinator & the advice service.
17/02/2011	£90,000 over three years for counselling beneficiaries traumatised by political, sexual and gender violence.

Background and detail of proposal

LAWRS's advice service offers information, advice and support on issues relating to welfare benefits, debt, employment, housing and education. In addition to the face-to-face advice and casework services, LAWRS will produce and print (and circulate via social media) six new advisory information sheets in community languages, providing up-to-date advice on financial and welfare issues. Beneficiaries will also be supported to develop their financial and ITC literacy skills through the delivery of 12

workshops, attracting 60 beneficiaries annually. All aspects of this proposal support and enable LAWRS's beneficiaries to navigate the system independently. This aim of bringing about greater financial, social and emotional independence is augmented by other, complementary services offered by LAWRS: ESOL classes develop the essential language skills required to live independently; and a counselling service supports the mental health and personal development of LAWRS's beneficiaries.

A high proportion of the Latin American community in London are in work. However, a large proportion are in vulnerable, low paid, and exploitative jobs in the service industry, which is illustrated by the fact that 11% of this population are illegally earning below the national minimum wage. This community, which is estimated to be over quarter of a million in London, is severely affected by in-work poverty. Poor access to services - caused by limited language skills and irregular working patterns - is demonstrated by only one in five, from within the Latin American community, being registered with a GP. High levels of discrimination, which is documented in the 2016 report, *Towards Visibility*, published by Trust for London, intensifies the disadvantage faced by this community.

During the last year, LAWRS has delivered 1,691 legal advice sessions; 717 beneficiaries accessed drop-in sessions; 214 received casework support and 240 accessed the helpline or received support by email. As a result, 90% of clients secured benefits to which they were entitled; 66% secured housing or improved their housing conditions; and 93% reported increased understanding of their rights and legal options.

Financial Information

As LAWRS produces budgets based on known income, it is normal for expenditure budgeted for unrestricted funds to be covered by restricted income as funding is confirmed during the year. This happened in 17-18: restricted funding was secured for salaries that previously were funded from unrestricted funds, increasing the unrestricted surplus in 17-18. The deficit on restricted funds in 18-19 was also offset by the restricted funds carried forward from 17-18. LAWRS's reserves target comprises three months of expenditure plus the value of a fixed asset as calculated in its 17-18 accounts.

Year end as at 31 MARCH	2018	2019	2020
	Audited Accounts £	Forecast £	Budget £
Income & expenditure:			
Income	790,662	630,000	631,152
- % of Income confirmed as at 16/05/19	n/a	100%	92%
Expenditure	(621,522)	(672,000)	(704,860)
Total surplus/(deficit)	169,140	(42,000)	(73,708)
Split between:			
- Restricted surplus/(deficit)	123,239	(65,000)	(49,583)
- Unrestricted surplus/(deficit)	45,901	23,000	(24,125)
	169,140	(42,000)	(73,708)
Cost of Raising Funds	11,721	15,000	15,000
- % of income	1.5%	2.4%	2.4%
Operating expenditure (unrestricted funds)	621,522	672,000	704,860
Free unrestricted reserves:			
Free unrestricted reserves held at year end	165,002	188,002	163,877
No of months of operating expenditure	3.2	3.4	2.8
Reserves policy target	198,000	210,923	219,138
No of months of operating expenditure	3.8	3.8	3.7
Free reserves over/(under) target	(32,998)	(22,921)	(55,261)

MEETING: 25/07/2019

Ref: 14997

ASSESSMENT CATEGORY: Bridging Divides - Advice and Support

North Kensington Law Centre

Adv: Sandra Jones

Amount requested: £100,000

Base: Kensington & Chelsea

Benefit: Kensington & Chelsea

Amount recommended: £100,000

The Applicant

North Kensington Law Centre (NKLC) was established in 1970 as the first Law Centre in the country with the aim of providing free/affordable independent legal advice, principally for residents of North Kensington, although it can see people from all parts of London. It is located in Goldbourne Ward, ranked the second most deprived in London on the 2010 Indices of Deprivation.

NKLC, a charity, currently has two legal aid contracts, one covering housing, the other immigration. It also provides legal advice on welfare benefits and employment, areas of law that fall outside legal aid (since April 2013). All individuals attending NKLC will receive basic advice and information but where this is in areas of law that fall outside its specific expertise, the individual will be referred to other agencies. It also works with other advice agencies in the borough in order to share good practice and resources and avoid unnecessary duplication.

The Application

The application is for two years' continuation funding for NKLC's Triage Service, a project you initially funded for three years. Before the project, the law centre was only able to help those people that fall within the areas where it already has funding or legal aid contracts. This meant that they had to turn down at least 40 potential clients, and your funding has allowed the law centre to assess, signpost and engage with many more people and meet an increased demand. Funding will cover a full time Triage Co-ordinator and related costs.

The Recommendation

As with many other independent advice centres NKLC has been through a challenging period due to loss of income from legal aid and several grant sources coming to an end. Your previous funding has enabled the organisation to provide an effective triage service which has meant that they have been able to meet the growing demand for their services. Prior to the original grant NKLC triaged 400 clients, compared to 2018 when they triaged 3,000 people. The request closely fits with your area of interest around Advice and Support. The grant was extended beyond the three years due to staff changes.

£100,000 over two further and final years (2 x £50,000) for a full time Triage Co-ordinator and associated running costs.

Funding History

Meeting Date	Decision
10/04/2014	£150,000 over three years (3 x £50,000) towards the salary of a Triage Co-ordinator and associated running costs of establishing a triage system within the law centre.
12/01/2012	Declined as did not fully meet the funding priorities

Background and detail of proposal

As well as an overall increased number of people seeking advice, and in particular with the introduction of Universal Credit and the fire at Grenfell Tower, NKLC is seeing more people facing multiple problems and its caseloads are increasingly complex. All too often with welfare benefits, housing and employment cases, there is a link with depression and mental health. Without assistance and representation these problems are not resolved and so much of the emphasis of NKLC's work has become advocacy based. The triage service enables each person's individual needs to be assessed and to then be presented with a package of options – these may include referral to other agencies; identifying pro bono support; providing access to self-help materials; as well as offering legal support and in-house representation. Critical to the success of this model is the recruitment of volunteers who are then trained in the triage approach. NKLC has a good track record in recruiting volunteers with a legal background. The volunteers provide vital 'hand-holding', meaning that when someone is referred to another agency, for example, the volunteer will broker that to ensure the client does not become 'lost'.

The project is based on an open access service to all visitors to NKLC between 10-13.00 and 14-17.00. each person is seen for approximately 20 minutes by two triage volunteers supervised by the Triage Co-Ordinator. Each person is assessed and immediately informed if their case will be handled by NKLC or referred to another service. If referred, the law centre broker an initial contact.

Financial Information

Income has decreased for 2020 as two grant sources will be ceasing. The first is a Legal Education Foundation grant for their trainee solicitor who is being funded under the Justice First Fellowship (£38,191) and the second is Tudor Trust grant for £40,000. To mitigate this and build reserves the organisation has a three pronged strategy; to build up their legal aid casework concentrating on litigation cases where they can win interpartes costs; to reduce costs by paring down their admin team ; finally to launch a fundraising initiative.

Year end as at 31 March	2018 Audited Accounts £	2019 Draft Audited Accounts £	2020 Forecast £
Income & expenditure:			
Income	441,252	383,766	416,277
- % of Income confirmed as at 20/01/2019	n/a	n/a	91%
Expenditure	(418,981)	(380,423)	(403,094)
Total surplus/(deficit)	22,271	3,343	13,183
Split between:			
- Restricted surplus/(deficit)	27,361	0	-
- Unrestricted surplus/(deficit)	(5,090)	3,343	13,183
	22,271	3,343	13,183
Cost of Raising Funds	0	0	0
- % of Income	0.0%	0.0%	0.0%
unrestricted expenditure	297,851	201,145	294,524
Free unrestricted reserves:			
Free unrestricted reserves held at year end	51,604	54,936	68,119
No of months of unrestricted expenditure	2.1	3.3	2.8
Reserves policy target	74,463	50,286	73,631
No of months of total expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(22,859)	4,650	(5,512)

MEETING: 25/07/2019

Ref: 15247

ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital

Children England

Adv: Julla Mirkin

Amount requested: £60,748

Base: Camden

(Revised request: £279,521)

Benefit: London-wide

Amount recommended: £279,520

The Applicant

Children England (CE) describes itself as the voice for children's charities. Its mission is to 'change the world for England's children by harnessing the energy, ingenuity and expertise of the voluntary organisations that work on their behalf'. As a membership organisation, it supports, develops, networks and represents organisations involved with the care, support, education or the delivery of services for children, young people and families (CYPF). CE draws on expertise from its membership to identify emerging issues and to steer policy development; and it raises awareness through conferences, seminars and by commenting on Parliamentary papers and consultations.

In March 2013, CE ceased to be a strategic partner of the Department for Education, which resulted in an 80% drop in its income, impacting severely on its reserves in 2013/2014. CBT has supported CE since 2015, during which it has cut back its core team; streamlined its programmes and secured alternative sources of income.

The Application

CE's initial application for continuation funding requested funding for one additional year. However, during assessment, the group was advised that, as an infrastructure support organisation, it was eligible for five additional years funding under Bridging Divides. A revised proposal was submitted, which develops CE's approach and extends the proposed activities to cover a four-year period. However, as match-funding from Trust for London (TfL) will be considered in February 2020, activities in the first year aim to maintain the work of the 4In10 network; programme developments will commence in earnest if match-funding is secured from TfL. The delivery plan from year one onwards can be revisited if TfL funding is not awarded.

The Recommendation

This proposal is a strong fit to two of your priorities under the Connecting the Capital strand of Bridging Divides: it offers capacity-building support to civil society organisations, the priority under which the application is submitted. However, it also meets your Voice and Leadership priority, especially in the expanded four-year programme. This proposal also closely aligns with your mission to reduce inequality and two of your underpinning values: 'inclusion and representation' and 'collaborative working with Londoners and Communities'. You have invested in CE for the last four years, helping it to stabilise following withdrawal of DfE funding and in an increasingly challenging operating environment. Continuation funding now is an opportunity to support CE to develop and carve a place for itself in addressing the poverty faced by children, young people and families, for which there continues to be great need. As with your last grant to CE for the 4In10 network, the request includes more than one full-time equivalent post. A grant is advised:

£279,520 over four years (£40,340; £77,220; £79,720; £82,240) towards a F/t Research and Learning Manager and a P/t (0.6 FTE) Community Engagement Officer; 4In10 activities and resources and a contribution to overheads.

Funding History

Meeting Date	Decision
11/05/2017	£44,000 over one year as a contribution to the salaries to support the organisation's involvement in the Way Ahead process.
11/05/2017	£116,000 over two years for a f/t Research and Learning Officer and a p/t Network Membership Officer for the 4In10 programme.
28/01/2015	£104,000 over two years towards a P/t Membership Officer and a P/t Research and Learning Officer to support the 4 in 10 network.

Background and detail of proposal

4In10 is London's child poverty network. It shares knowledge with and develops the capacity of the organisations that work to address poverty amongst children, young people and families (CYPF). Gathering and building upon the learning from its members that work with migrant and BAMER communities, single-parents and families with disabilities, all of whom are greatly affected by poverty, is a focus for the development of the 4In10 network. A key feature of how CE proposes to develop 4In10 as part of this proposal is to establish structures through which its members shape the programme's content: with four years of continuation funding from both TfL and CBT, CE proposes to support and train the smallest organisations in its network to mobilise and articulate, clearly and effectively, how poverty affects the CYPF they represent. Virtual communities of interest will be established from 4In10's membership, creating a structure through which peer support will be offered on policy or practice-related issues. An advisory panel, comprising service-users, will be established, which will determine the content of the 4In10 programme, including the direction of its research; the programme of events and the content of its newsletter.

The Research and Learning Manager post will focus on the issues raised through the communities of interest; the service-user led panel and from 4In10's membership to shape the research element of 4In10's work. The newly developed Community Engagement Officer role will establish a closer and stronger connection between 4In10's members and the work of the core team. It will identify new and good practice amongst the 4In10 membership; forge new relationships and partnerships; mobilise communities of practice; programme training and encourage smaller member organisations to engage with advocacy work. During the four-year potential funding period, CE aims to diversify the membership of 4In10, so that it represents the BAMER and disabled communities and of single parents; it will identify new policy issues and it will develop its programme, including its training, research and communications products to meet the needs of its newly diversified membership.

Financial Information

In response to the challenging 2018/2019 financial year, CE's Board took the decision to use its reserves to maintain operations, allowing the charity to explore new funding relationships.

Early in 2019/2020, CE formed a new funding relationship with Esmée Fairbairn, from which it now receives £80K annually for the next three years. This grant provides a significant foundation for CE's core operational expenditure. Project delivery, such as that for 4In10, will depend on CE securing project funding, such as this funding request. During the remainder of 2019/2020, CE has plans to approach several Charitable Trusts to raise restricted income to cover programme costs, allowing all unrestricted income to be directed towards building reserves. At the time of writing, 80% of income for 2019/2020 had been secured.

Year end as at 31 MARCH	2018 Accounts	2019 Draft	2020 Budget
Income & expenditure:			
Income	356,365	299,227	391,748
Income confirmed as at 12/04/19	N/a	100%	80%
Expenditure	(368,258)	(340,123)	(385,982)
Realised Gains & Losses	1,848	7,128	0
Total surplus/(deficit)	(10,045)	(33,768)	5,786
Split between:			
- Restricted surplus/(deficit)	(9,327)	0	0
- Unrestricted surplus/(deficit)	(718)	(33,768)	5,786
	(10,045)	(33,768)	5,786
Cost of Raising Funds	6,805	6,850	6,850
- % of income	1.9%	2.3%	1.7%
Operating expenditure (unrestricted funds)	212,810	225,123	252,714
Free unrestricted reserves:			
Free unrestricted reserves held at year end	60,340	26,572	32,358
No of months of operating expenditure	3.4	1.4	1.5
Reserves policy target	45,000	56,281	63,179
No of months of operating expenditure	2.5	3.0	3.0
Free reserves over/(under) target	15,340	(29,709)	(30,821)

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MEETING: 25/07/2019

Ref: 15285

ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital

Claremont Project (Islington)

Adv: Samantha Grimmett-Batt

Base: Islington

Amount requested: £98,816

Benefit: London-wide

Amount recommended: £98,800

The Applicant

Claremont Project (Claremont) was founded in 1907 and became a registered charity in 1998. It provides isolated and marginalised older Londoners, living in Islington and neighbouring boroughs, with a range of aspirational, creative and stimulating opportunities. It has over 800 active members and runs more than thirty-five regular classes a week, based on member interest, rather than 'age appropriate' stereotyping. The focus is on personal development, creativity and co-creating a progressive community of equals.

The Application

The Flourishing Lives project was developed in response to commissioned research produced in 2015 and aims to improve Day Centre provision in London dramatically. Claremont seeks two further years of funding for this collaborative project, which it leads from its base in Islington. This innovative project supports the day centre sector to provide higher quality, better tailored services by developing and disseminating best practice models and fostering an intergenerational exchange of ideas, knowledge, and inspiration. The work is strongly linked with creativity and the arts and aims to celebrate the contribution that older people make to both art and society.

The Recommendation

The project has proven successful in delivering popular, high quality professional development training for professionals; sessions are always fully booked with waiting lists. This organisation has a dynamic and forward-looking approach to working with older people, and has pushed the sector forward, moving from a practice-based evidence approach to an evidence-based practice approach. Funding is advised:

£98,800 over two further and final years (2 x £49,400) for the salary of a f/t Flourishing Lives Project Co-ordinator plus project running costs.

Funding History

Meeting Date	Decision
18/03/2016	£143,850 over three years (£49,300, £46,900, £47,650) for the salary of a f/t FL Project Co-ordinator plus project running costs.
15/04/2010	£99,000 over three years (£32,000; £33,000; £34,000) for the salary and some operational costs of a full-time Creative Director.

Background and detail of proposal

Supported by your previous grant, Claremont created the Charter for Outstanding Day Services, and implemented an ongoing needs analysis of service provision. This provided a baseline from which to develop services and begin recruiting members

and planning sessions. By the end of the third year there were 271 member organisations, all recruited through face to face meetings. These memberships represent genuine connections, rather than simply registrations on a website, and the success of the project has hinged on these meaningful interactions. Claremont has staged a series of sold-out free workshops and launched a CPD accredited Relational Training package as well as hosting symposia and conventions at the British Museum and Tate Modern, among others. The charity proposes to continue this work, which includes a central hub for providers, linking 271 coalition members across 29 boroughs, many of which have never connected before. After the grant period has ended, Claremont Trustees have agreed a plan to spin-out Flourishing Lives as a separate charity, whilst still providing incubation space and non-financial assistance at the Claremont centre. The funding strategy will likely follow a membership model, allowing FL to develop and maintain a suitable level of independence.

Financial Information

The reserves policy is to hold 6 months expenditure after designated funds, which stood at £80,580 at 31 March 2018. Reserves are therefore under target, however, as the policy is generous, your officer is still confident of the charity's financial stability. Claremont receives a mix of restricted and unrestricted grants from a range of funders and enjoys significant lettings income. Planned income diversification strategies include new legacy and digital fundraising programmes. The charity is embarking on a £750,000 renovation project, for which full funding has been secured; the expenditure will be capitalised and has not been included in the table, alongside the related income.

Year end as at 31st March	2018 Signed Accounts £	2019 Budget £	2020 Forecast £
Income & expenditure:			
Income	463,685	490,055	486,015
- % of income confirmed as at 04/06/2019	N/A	N/A	70%
Expenditure	(459,920)	(499,287)	(484,164)
Total surplus/(deficit)	3,765	(9,232)	1,851
Split between:			
- Restricted surplus/(deficit)	0	(11,570)	0
- Unrestricted surplus/(deficit)	3,765	2,338	1,852
	3,765	(9,232)	1,852
Cost of Raising Funds	33,590	38,752	29,480
- % of income	7.2%	7.9%	6.1%
Operating expenditure (unrestricted funds)	328,767	393,520	382,978
Free unrestricted reserves:			
Free unrestricted reserves held at year end	122,359	124,697	126,549
No of months of operating expenditure	4.5	3.8	4.0
Reserves policy target	164,384	196,760	191,489
No of months of operating expenditure	6.0	6.0	6.0
Free reserves over/(under) target	(42,025)	(72,063)	(64,940)

MEETING: 25/07/2019

Ref: 15317

ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital

Covent Garden Dragon Hall Trust

Adv: Sandra Davidson

Base: Camden

Amount requested: £65,972

Benefit: Several London Boroughs

Amount recommended: £66,000

The Applicant

The Covent Garden Dragon Hall Trust (CGDHT) was established in 2005 to provide a community facility in the heart of Covent Garden and Holborn. It is a forward thinking, collaborative, charitable organisation serving the needs of local residents, communities and the wider public. With a focus on children, young people and older residents at risk of social exclusion and isolation, CGDHT provides opportunities for social, educational and creative engagement. The charity provides a safe and supportive environment with activities designed by local people. All are encouraged to build on their talents, passions and abilities. Current services include: under 5's drop-in; play work; youth work; and a range of activities to improve the health and well-being of older people.

The Application

In March 2016 you awarded CGDHT £87,000 over 3 years for the salary costs of a Community Development Worker and associated project costs to develop and deliver a range of activities for older people. This application is for a further 2 years' continuation, funding which is allowed under your Bridging Divides programme.

The Recommendation

CGDHT recent 3-year grant which has just ended has been very successful and exceeded its original targets. It has established an excellent reputation of providing services for older people and working in partnership with other local providers. This project fits well with your Connecting the Capital programme outcomes and priorities. Funding is recommended as follows:

£65,970 over two further and final years (2x £33,000) for a full time Community Development Worker (35hpw) to develop and deliver services working with older people aged 75+ and carers aged 65+.

Funding History

Meeting Date	Decision
18/03/2016	£87,000 over three years (£29,600; £28,700; £28,700) for the salary of a full-time Community Development Worker and associated project costs working with older people aged 75+ and support to carers 65+.

Background and detail of proposal

CGDHT covers a large geographical area from Russell Square in the north to the Thames in the south, and from beyond Grays Inn Road in the east to Soho in the west. Since its inception, the charity has focused on providing high quality, efficient and innovative services driven by the needs of local people. Current activities for

older people include an art class, chair yoga, bridge club, line dancing, Pilates, and a monthly tea dance. Your continued support will allow CGDHT to grow and develop while allowing the charity to find funding to ensure the project is sustainable after the five-year period. This project has delivered significant outcomes for the beneficiaries it has worked with. Camden's older population (65+) is expected to rise to 29,280 by 2023, an increase of 15.7% from 2013 while those aged 75+ are projected to increase by approximately 41%. The postholder has been able to engage isolated older people using outreach techniques, working with volunteers to help manage the delivery of the activities. Service users are encouraged to engage in leading activities or giving talks and workshops on a range of different subjects. The activities take place in 5 different venues in the area including a new community centre in Kings Cross.

Financial Information

The reserves policy states that the charity aims to hold free unrestricted funds of 4 months' worth of expenditure. The charity has a contract with Islington Council to run Soapbox – a youth centre which has seen an increase in income as shown below. Due to the contract for Soapbox being retendered there is no guarantee the charity will be taking the project forward next year. The costs of generating funds were not disclosed in the 2018 Accounts but were low. The charity now estimated they will spend £9,600 on fundraising using a consultant.

Year end as at 31st March	2018 Signed Accounts £	2019 Forecast £	2020 Budget £
Income & expenditure:			
Income	569,324	656,517	590,623
- % of Income confirmed as at 3 June 2019	N/A	N/A	71%
Expenditure	(440,104)	(510,173)	(559,661)
Total surplus/(deficit)	129,220	146,344	30,962
Split between:			
- Restricted surplus/(deficit)	108,815	40,256	105,512
- Unrestricted surplus/(deficit)	20,405	106,088	(74,550)
	129,220	146,344	30,962
Cost of Raising Funds	5,518	9,600	9,600
- % of Income	1.0%	1.5%	1.6%
Operating expenditure (unrestricted funds)	195,706	106,088	229,550
Free unrestricted reserves:			
Free unrestricted reserves held at year end	65,052	171,140	96,590
No of months of operating expenditure	4.0	19.4	5.0
Reserves policy target	65,235	35,363	76,517
No of months of operating expenditure	4.0	4.0	4.0
Free reserves over/(under) target	(183)	135,777	20,073

MEETING 25/07/2019

Ref: 15068

ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital

Crafts Council

Adv: Samantha Grimmatt-Batt

Base: Islington

Benefit: London-wide

Amount requested: £99,626

{Revised request: £100,000}

Amount recommended: £100,000

The Applicant

The Crafts Council (TCC), a registered charity, was formed in 1971 as an advisory committee under the Design Council. In 1982 it was granted a Royal Charter and became independent. It is responsible for advancing craft in the UK and aims to champion new makers, empower new making, and inspire new audiences. It is committed to improving the world through craft, ensuring that the "creative act of making" is open to everyone, and acting as a platform within which individuals and enterprises can develop and thrive.

The Application

TCC is seeking a grant towards the access elements of the refurbishment of the listed building in Islington where it has been resident since 1991. The current lease ends in 2040. Currently, the Craft Council's collection is only viewable at temporary or travelling exhibitions around the country, but it aims, with this project, to create a permanent London exhibition. The work will create a free, welcoming, centrally located public space where visitors can view and explore the constantly changing displays. There will also be a varied timetable of participatory events throughout the year. Of the £747,667 total cost, £397,000 has been raised so far, with an additional (up to) £275,000 of self-funding available. Planning permission has been received and works are due to start this August.

The Recommendation

TCC has established the need for the wider project via consultation with its own audience and the local community and has verified the access requirements via an access audit. It is well placed, close to Angel tube station, and has good links with local voluntary and community sector organisations such as Claremont Project (grant recipient under your Investing in Londoners programme), which works with older people and is based behind TCC's building. Funding is recommended:

£100,000 towards accessibility works at the Crafts Council premises in Pentonville Road, Islington.

Funding History

None

Background and detail of proposal

From 1991 TCC maintained a reference library, shop, café and gallery space. In 2006 the facility was shut to the public in order to focus on developing a better regional offering, a project which was successful. The Crafts Council now believes the time is right to re-establish a public space for its work and wishes to completely renovate the ground floor of its building, which has been used as office and storage space. The top floor is sub-let to generate income. Staff have moved to a

neighbouring building, connected by a link corridor. The aim of the work is to create an accessible space to enable participation in craft and making for all members of society. In a recent audience feedback survey 39% of respondents' self-reported as being Deaf or having a disability and the organisation wants to ensure that their new public offering is completely open to this demographic as well as other groups who have traditionally faced barriers to participation in craft. The grant recommendation reflects a new budget, attached as an appendix, based on tendered costs (the previous budget having been calculated using quantity surveyor estimates). The superstructure work involves completely replacing the current entryway with new stairs, ramps and power assisted doors. The fittings and furnishings relate to accessible signage, and the services include fitting a new unisex wheelchair-accessible toilet, and an induction loop and accessible door entry system in the entryway and reception area.

Financial Information

Primary income comprises four years of Arts Council England (ACE) funding beginning in 2018. TCC has been funded since its inception by ACE and, following the current grant, it is unlikely that ACE would cease funding without a suitable tapering period. In 2016/17, the unrestricted reserves were strategically invested to generate longer term revenue via sub-letting the top floor of the building. The policy is to rebuild free reserves from 2017/18 onwards, however there is a forecasted planned deficit in 2019/20 due to funds being received in the preceding financial year. Following this, the charity will resume rebuilding the reserves.

The fundraising strategy includes self-funding to a maximum of £275,000, using savings derived from negotiated rent reductions.

Year end as at 31st March	2018 Signed Accounts	2019 Budget	2020 Forecast
Income & expenditure:			
Income	4,168,000	4,275,000	3,920,000
- % of income confirmed as at 05/06/2019	N/A	N/A	64%
Expenditure	(3,982,000)	(3,735,000)	(4,171,000)
Total surplus/(deficit)	186,000	540,000	(251,000)
Split between:			
- Restricted surplus/(deficit)	(49,000)	150,000	13,000
- Unrestricted surplus/(deficit)	235,000	390,000	(264,000)
	186,000	540,000	(251,000)
Cost of Raising Funds	571,000	69,000	67,000
- % of income	13.7%	1.6%	1.7%
Operating expenditure (unrestricted funds)	3,760,000	3,622,000	4,058,000
Free unrestricted reserves:			
Free unrestricted reserves held at year end	157,000	547,000	283,000
No of months of operating expenditure	0.5	1.8	0.8
Reserves policy target	940,000	905,500	1,014,500
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(783,000)	(358,500)	(731,500)

MEETING: 25/07/2019

Ref: 15299

ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital

CREATE London

Adv: Gilly Green

Amount requested: £63,000

Base: Barking & Dagenham

Benefit: Barking & Dagenham

Amount recommended: £58,000

The Applicant

CREATE London exists to explore how artists can contribute to the lives of people in cities. Through creative projects it contributes to East London's on-going regeneration by delivering projects in and with those communities. It works closely with partners and are currently delivering programmes in collaboration with the London Boroughs of Barking and Dagenham, Newham, Hackney, Haringey, Tower Hamlets and Waltham Forest.

The Application

The charity is looking for a further 3 years' support for the community garden project at The White House (TWH) - a community arts project run by CREATE. Housed in a 16th Century farmhouse building, TWH sits in the middle of the Becontree Estate - a community of over 100,000 people. Your funding over the last two years has enabled the development of the back garden, provided training and gardening groups for residents; and established a network of experts to teach new growing methods. Having completed the set up and build phases, CREATE now seeks to expand its activities, develop the front garden, reach a wider participant demographic and generate a robust and sustainable method of community governance. Funding is requested towards a Garden Consultant, a contribution towards TWH Engagement Co-ordinator and Curator posts, project management costs and marketing and garden materials and dissemination.

The Recommendation

In an area with high levels of deprivation, new populations and continuing challenges around cohesion TWH, with your funding, has laid strong foundations for the development of the community garden project. Your continued support will enable further development enabling TWH to reach a broader group of residents, especially those from BAME communities and to support residents to develop community led governance. A grant is advised as below and at a reduced level after removing ineligible contingency costs and reducing the dissemination costs by £1,700 in year 3:

£58,000 over 3 further and final years (£19,900, £19,900, £18,200) towards the salaries, management and running costs of the community garden at TWH.

Funding History

Meeting Date	Decision
24/11/2016	£42,400 over two years (£25,900, £16,500) for the salary of the part-time (14hpw) White House Garden Coordinator, planting initiatives, volunteer expenses and associated project costs.
25/09/2014	Application withdrawn

Ref: 21673340

18/04/2013	£75,000 towards the volunteering costs of supporting CREATE's involvement in arts activities in Queen Elizabeth Park and other commissions in East London.
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Background and detail of proposal

CREATE has made significant progress in the first two years but the organisation is aware that it has not yet managed to reach a diverse range of community groups and so links have already been made with local Asian women's groups, support for people with mental health issues and young disabled people to undertake more targeted outreach in this second phase of the project. It will also build on the work already undertaken on community governance for The White House and use this learning to consider models which would be suitable for the garden project. The full budget for the garden development is around £46,000 p.a. – and the balance will be provided by Paul Hamlyn Foundation and a contribution of funds from the charity's core grant from the Arts Council. Your officer believes that plans for disseminating the learning from the project in year 3 whilst welcome, are insufficiently thought through and the budget has been reduced accordingly.

Financial Information

CREATE has a diverse mix of funding sources including from local authorities, the Arts Council and charitable and corporate donations, and in 2017/18 raised almost £800,000 in new funding. The organisation continues to see growth year on year. The deficit on the year 2018 is largely explained by the nature of the cashflow accounting system used for restricted projects which recognises income and expenditure at the time received or expended rather than on an accruals basis. For 18/19 trustees agreed to allow use of the surplus generated on the year to allow another project within its portfolio to continue uninterrupted. Nearly 70% of income is secured for 2019/20 and the significant uplift in budget for this year relates to a new development with Crossrail. Reserves are currently below target but on current projections this will be rectified by 2020.

Year end as at 31 MARCH	Examined accounts 2018 £	Forecast 2019 £	Budget 2020 £
Income & expenditure:			
Income	929,462	1,157,187	2,016,117
- % of income confirmed as at 10 April 2019	n/a	100%	77%
Expenditure	(1,058,312)	(779,643)	(1,737,987)
Total surplus/(deficit)	(128,850)	377,544	278,130
Split between:			
- Restricted surplus/(deficit)	(142,087)	380,104	244,949
- Unrestricted surplus/(deficit)	13,237	17,440	33,181
	(128,850)	377,544	278,130
Cost of Raising Funds	43,902	32,708	39,117
- % of income	4.7%	2.8%	1.9%
Operating expenditure (unrestricted funds)	413,946	293,595	283,819
Free unrestricted reserves:			
Free unrestricted reserves held at year end	140,529	157,969	191,150
No of months of operating expenditure	4.1	6.5	8.1
Reserves policy target	206,973	146,797	141,909
No of months of operating expenditure	6.0	6.0	6.0
Free reserves over/(under) target	(66,444)	11,172	49,241

MEETING: 25/07/2019

Ref: 15208

ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital

Headway East London

Adv: Gilly Green

Base: Hackney

Benefit: London-wide

Amount requested: £119,151

(Revised request: £102,229)

Amount recommended: £102,230

The Applicant

Headway East London (HEL), established 18 years ago, is a registered charity and works with over 675 survivors of brain injury each year, plus an additional 200 family members. HEL offers a range of specialist services across 13 boroughs in London, including: therapy; family support; community services; and day services, including the Artist's Studio (the subject of this application). HEL is the only provider of its kind in inner London and places an emphasis on peer support and on members taking responsible roles within the organisation. Over 25% of its volunteers are survivors of brain injury.

The Application

The applicant seeks continuation funding towards the cost of its flagship art studio, run as part of the Headway Centre. Your support over the last three years has helped establish a creative and safe space for people whose lives are changed through brain injury. Last year the studio worked with over 70 individuals. During this time it has also focused on further developing its partnerships, including with the Barbican and Shoreditch-based Autograph, both of which seek closer collaboration with HEL and offer exhibition space and professional development. Additionally, some of the artists' work has been sold and there have been several corporate commissions. Funds are requested over the next two years towards the continued running costs of the studio including contributions to key salaries, management cost and artist materials.

The Recommendation

The Artist's Studio at HEL is a forward looking, creative arts space which can demonstrate significant therapeutic and physical benefits to those with brain injury. As it develops high profile partnerships it also offers a great opportunity to showcase the work of disabled artists. It meets your outcomes of the Connecting the Capital programme by enabling disabled people to have improved access to the arts. A revised budget was submitted to keep the funding broadly in line with the first three years support and funding is advised as follows:

£102,230 over two further and final years (£50,300, £51,930) towards the costs of the Artist Studio, including salaries, on costs, art materials, marketing the work and enhancing public awareness. Year two funding is conditional on receipt of a business plan that shows longer term improved financial viability.

Funding History

Meeting Date	Decision
18/03/2016	£146,000 over three years (£46,600, £48,600, £50,800) towards the costs of establishing a flagship studio, marketing the work and enhancing public awareness.
09/09/2010	£114,000 over three years (£43,000; £35,000; £36,000) for the

salary of a f/t Project Leader and some running costs of a project supporting people into employment and greater independence.
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Background and detail of proposal

The Artist's Studio creates a nurturing and creative environment for people with brain injury who are referred to the Headway Centre. Some members participate in the art studio for therapeutic benefits; others are developing as professional artists. The studio also receives private and corporate commissions, participants have acted as spokespersons and visiting artists have run workshops. More broadly, and especially through its emerging partnerships with high profile galleries, HEL aims to raise the bar for disabled artists and to become a leading advocate in this field. Service users in the studio number around 70 each year; about 2/3 are male, aged between 25-50 (the demographic of brain injured people) and are referred by statutory health and social care agencies.

Financial Information

Whilst 2018 saw an improved financial position as a result of an unexpected legacy, the forward projections are not so positive. HEL expects to report deficits for 2019 and 2020, eating into reserves. HEL's key source of funding is through fees for service users paid by statutory authorities. It currently has contracts with 13 different boroughs through spot purchasing, individual budgets and block contracts. However, HEL has received no statutory uplift in service fees for 8 years due to constraints on social care budgets and the annual deficits must be met by increased charitable funding or other means. HEL is aware that this is not a sustainable model.

Under the leadership of a new Chair, HEL is undertaking a strategic review in order to establish longer-term viability. It recognises it must diversify its income sources and/or offer services to more people. It will likely consider developing patronages with high net worth individuals in the arts world, raising funds to purchase a building and increase funding from Trusts and Foundations. The organisation is not in immediate crisis, but it does need a sustainable business plan going forwards and a condition, aimed at being helpful, has been attached to the grant to this effect.

Year end as at 31 MARCH	Audited Accounts 2018 £	Forecast 2019 £	Budget 2020 £
Income & expenditure:			
Income	1,905,177	1,823,764	1,881,052
- % of Income confirmed as at 8th April 2019	n/a	100%	77%
Expenditure	(1,730,269)	(1,914,674)	(1,975,280)
Total surplus/(deficit)	174,908	(90,910)	(94,228)
Split between:			
- Restricted surplus/(deficit)	(16,121)	12,407	(44,406)
- Unrestricted surplus/(deficit)	191,029	(103,317)	(49,822)
	174,908	(90,910)	(94,228)
Cost of Raising Funds	51,091	54,000	46,000
- % of Income	2.7%	3.0%	2.4%
Operating expenditure (unrestricted funds)	1,405,709	1,603,198	1,780,834
Free unrestricted reserves:			
Free unrestricted reserves held at year end	431,303	327,986	278,164
No of months of operating expenditure	3.7	2.5	1.9
Reserves policy target	297,600	297,600	297,600
No of months of operating expenditure	2.5	2.2	2.0
Free reserves over/(under) target	133,703	30,386	(19,436)

MEETING: 25/07/2019

Ref: 15017

ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital

Irish Elderly Advice Network

Adv: Jack Joslin

Amount requested: £150,000

Base: Camden

Benefit: London-wide

Amount recommended: £150,000

The Applicant

The Irish Elderly Advice Network (IEAN) is a registered charity supporting older Irish people throughout London. The charity was originally established in 1993 following the death of three isolated older people in Camden. These tragedies shook the Irish Community and a group was formed to ensure that this would not happen again. The charity now works across London providing professional and cultural services that address poverty, isolation and distress in the older Irish Community. They provide welfare advice and run a cultural programme of events including an Older Irish Choir.

The Application

The Irish Elders Culture Office aims to enrich the lives of older Irish people, as well as any other older person, through engagement with music, song, theatre, literature, history and heritage. This application is seeking support towards the cultural work with Older Irish people across the two hubs in Camden and Hackney. Funding will contribute to the Head of the Culture Offices salary to underpin the cultural activity at the charity over the next 5 years. The project will deliver the Irish Pensioners' Choir, Irish Elders Theatre, Poetry and Literacy projects throughout the year.

The Recommendation

IEAN is a grass roots organisation working with the isolated older Irish Community across London. They are embedded in the community and deliver a range of services across London that cater to the needs of older Irish people. This application meets the outcomes of the Connecting the Capital programme as it will work with isolated and disadvantaged older people to help them access the arts, cultural and health and well-being opportunities. As the charity relies so heavily on funding from the Irish Government, which is agreed annually, funding each year should be subject to confirmation of this ongoing support. This will be monitored annually. Funding is recommended as follows:

£150,000 over 5 years (£30,000 X 5) to contribute to the salary cost of the Head of Culture and associated office costs. Funding each year is conditional on written confirmation from the Irish Government of IEANs core funding.

Funding History

Meeting Date	Decision
06/07/2018	As the project changed significantly during assessment, the applicant decided to withdraw the application and will re-apply under our new programme.
19/05/2011	£13,183 over three years (£5,000; £4,300; £3,883) towards the running costs of the Irish Pensioners' Choir.

Background and detail of proposal

The Irish Elders Culture Office was founded in 2015 and dedicated to celebrating the cultural legacy of older Irish emigrants in London. The Cultural Office work across the charity's community settings to offer a range of cultural programmes for, but not exclusive to, older Irish people in North London. The charity has an office in Camden and have recently acquired a community hall on the border of Haringey and Hackney, close to Manor House. The new centre will allow the charity to increase its cultural offer to the community.

IEAN started delivering more cultural activity after receiving a legacy from a former beneficiary of the charity. The legacy allowed the charity to develop the cultural offer and set up the theatre and Choir programmes. In order to sustain this work the charity needs to underpin the Cultural programme on an ongoing basis, the additional funds will come from the annual grant received by the Irish Government and other planned fundraising. This grant will underpin the work of the Charity, allow them to increase the Cultural provision and ensure that there is better access to the arts and culture for the older Irish people they serve.

Financial Information

IEAN receive a significant portion of their income from the Irish Government as part of their Emigrant Support Programme. Funding for this is agreed on an annual basis and the Charity have received verbal confirmation of the funding for 2019/20. At assessment your officer asked about the charity's history of overspending. This relates to a significant legacy that was received in 2016. This income was used to set up and imbed new projects to diversify the cultural offer over a two-year period.

IEAN currently have a significant deficit in its restricted reserves, which is covered by its unrestricted funds, this leaves only a small amount remaining as free reserves, which are under target. Low free reserves and the over reliance on funding from the Irish Government put the charity in a position of risk, which was discussed at assessment. Funding should therefore be conditional on written confirmation of support on an annual basis from the Irish Government, with payments released quarterly subject to the production of management accounts. By managing the grant in this way your officer will have regular touch points to discuss fundraising progress, identify capacity support and engage the charity with the Trusts funder plus offer.

Year end as at 31 March	2018 Accounts £	2019 Draft £	2020 Forecast £
Income & expenditure:			
Income	151,202	152,630	180,000
- % of Income confirmed as at 21/02/2019		100%	5%
Expenditure	(153,449)	(152,581)	(171,204)
Total surplus/(deficit)	(2,247)	49	8,796
Split between:			
- Restricted surplus/(deficit)	172	(25,081)	(11,204)
- Unrestricted surplus/(deficit)	(2,419)	25,130	20,000
	(2,247)	49	8,796
Cost of Raising Funds	0	500	500
- % of Income	0.0%	0.3%	0.3%
Total Expenditure	153,449	152,581	171,204
Free unrestricted reserves:			
Free unrestricted reserves held at year end	14,184	14,233	23,029
No of months of operating expenditure	1.1	1.1	1.6
Reserves policy target	25,575	25,430	28,534
No of months of operating expenditure	2.0	2.0	2.0
Free reserves over/(under) target	(11,391)	(11,197)	(5,505)

MEETING 25/07/2019

Ref: 15236

ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital

Islington Boat Club (IBC)

Adv: Sandra Jones

Base: Islington

Amount requested: £54,600

Benefit: Islington

Amount recommended: £54,600

The Applicant

Operating since 1983, Islington Boat Club (IBC) offers a range of activities for young people with the aim of developing and improving their life skills and confidence. The organisation has been accredited by the Royal Yachting Association (RYA) as a registered 'Sailability' charity that exists to promote water sports to disabled people. Activities are water and land based; and supervised. From their barge they also operate a youth club. Young people are encouraged to reach their full potential by enabling them to gain skills, proficiency awards and, ultimately, coaching certificates.

The Application

IBC is requesting funding to continue a previous CBT grant, 'All Aboard', a project to support disabled young people to take part in sports that they would not try otherwise. By offering weekly courses specifically for young disabled people, it will enable them to learn a new skill and build confidence which will enable them to take part in other activities on offer at IBC alongside non-disabled young people. The ultimate aim of the project is to provide integrated water sports activities. This will be achieved by employing four instructors for seven hours per week for 39 weeks.

The Recommendation

Over the three years of operation of the project IBC has demonstrated high impact for the young people accessing the activities, exceeding targets that were set for the grant. The organisation continues to be highly regarded, providing supervised water and land-based activities for young people.

A further two years funding will enable the project to continue providing services to young disabled people and is a good fit with your Bridging Divides: Connecting the Capital/arts, sports, health and/or wellbeing projects for disabled people.

£54,600 over two further and final years (2 x £27,300) towards the costs of 4 instructors for 7 hours per week each, for 39 weeks per annum.

Funding History

Meeting Date	Decision
24/05/2016	£2,600 (6.5 days @£400 per day) to provide an eco-audit.
18/03/2016	£81,900 over three years (3 x £27,300) towards the costs of 4 instructors for 7 hours per week each, for 39 weeks per annum.

Background and detail of proposal

Activities for the All Aboard project will be for disabled young people aged from 9 years, particularly those who do not feel confident initially taking part in land based activities. The programme has been designed by disabled young people and is

organised by the co-ordinator who will deliver workshops and regular focus groups, ensuring that the needs of the participants are fully met and the activities provided meet the opportunities identified by the young people.

There are two activity sessions per week, for 18 young people at each session. In addition to the weekly sessions, ten peer mentoring sessions and family days are organised throughout the year in conjunction with the participants.

Financial Information

The 2019 figures anticipate a break-even position. This is because they are due to be off site for 6 months whilst London Borough of Islington are redeveloping the area, including updating their buildings. Although they will continue to provide activities, they will not be able to hire their rooms so their income will reduce temporarily.

The IBC reserves policy identifies 9 months of free reserves. However, this level of reserves is considered high and they are planning to revise this down to 3 months of free reserves which they anticipate they will achieve by FYE 2021.

In previous years IBC did not show Cost of Raising Funds in their accounts. In discussion with your officer, this will be included in their accounts going forward and is in their 2020 budget forecast

Year end as at 31 March	2018 Examined Accounts £	2019 Budget £	2020 Forecast £
Income & expenditure:			
Income	214,009	206,000	211,800
- % of Income confirmed as at 22/02/2019	n/a	n/a	35%
Expenditure	(265,779)	(206,000)	(191,125)
Total surplus/(deficit)	(51,770)	0	20,675
Split between:			
- Restricted surplus/(deficit)	(47,222)	0	13,365
- Unrestricted surplus/(deficit)	(4,548)	0	7,310
	(51,770)	0	20,675
Cost of Raising Funds	0	24,400	24,400
- % of Income	0.0%	11.8%	11.5%
Total expenditure	265,779	206,000	191,125
Free unrestricted reserves:			
Free unrestricted reserves held at year end	35,884	35,884	43,194
No of months of total expenditure	1.6	2.1	2.7
Reserves policy target	199,334	154,500	143,344
No of months of total expenditure	9.0	9.0	9.0
Free reserves over/(under) target	(163,450)	(118,616)	(100,150)

MEETING: 25/07/2019

Ref: 15445

ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital

London Legal Support Trust

Adv: Sandra Jones

Amount requested: £472,438

Base: City of London

Benefit: London-wide

Amount recommended: £464,000

The Applicant

The London Legal Support Trust (LLST), a charity established in 2003, works to assist voluntary sector legal advice agencies and law centres in London and the Home Counties by providing them with a range of support including grant funding. LLST is part of a network of seven Legal Support Trusts across Wales and England working with the Access to Justice Foundation to support pro bono and advice agencies. The charity has four core strands of work in support of free legal advice services in London which are raising funds to distribute as grants; working collaboratively with others to raise funds for the free legal advice sector; supporting the improved management and infrastructure of the sector through the Centres of Excellence programme; and helping reduce costs and save money through pro bono or discounted schemes.

The Application

Your Committee initially supported this project in March 2014 as a Strategic Initiative, awarding £150,000 per annum over three years towards core salary and other costs to support the provision of Centres of Excellence across Greater London. Funding was extended for two years under your Investing in Londoners programme in September 2017; and now this request for a further three years' continued support for which they are eligible to apply under Bridging Divides criteria. (Members will note a separate request from LLST elsewhere in your papers to deliver a strategic project to support networking amongst the community advice sector in London.)

The Recommendation

LLST is a specialist and unique organisation that provides expertise to build the capacity of voluntary sector legal advice agencies and is ideally placed to support organisations to become Centres of Excellence. Monitoring provided for the preceding years funded by this Committee indicate that this project has exceeded targets and going forward the organisation will be increasing the number of Centres of Excellence. Continued investment in the LLST's work will help strengthen and improve the legal advice sector and will help it better meet the increasing needs of Londoners. The amount recommended is less than that requested but is comparable to previous funding and includes a reasonable increase for inflation each year:

£464,000 over three years (£152,000; £154,000; £158,000) towards core salary and other costs to support the provision of Centres of Excellence in Greater London.

Funding History

Meeting Date	Decision
20/09/2017	£300,000 over two years (2 x £150,000) towards core salary and other costs to support the provision of Centres of Excellence in Greater London.

13/03/2014	£450,000 over three years (3 x £150,000) towards core salary and other costs to support the provision of Centres of Excellence in Greater London.
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Background and detail of proposal

Since 2013 LLST developed a strategy known as Centres of Excellence offering advice agencies support to attain Centre of Excellence status. The majority of the grant funding raised and distributed by LLST is directed towards those agencies having achieved Centre of Excellence status.

The LLST Centre of Excellence project provides funding (raised separately) and free management consultancy/ training to not for profit agencies delivering legal advice services. Those agencies applying will undergo a stringent 'MOT' undertaken by LLST and where an organisation might need to improve in order to attain Centre of Excellence status free consultancy/training support is provided.

LLST estimates that to turn an applicant organisation into a robust Centre of Excellence with improved strength and sustainability costs an average of £20,000 - £25,000. Some of this comprises the cost of providing bespoke professional support needed and some is in the form of grant-aid to the organisation to free up their capacity to fully engage in the process and/or offset staff temporarily being taken away from front-line duties. The development process allows the organisation to plan and concentrate their efforts on improving both their services and their financial security for the future, which is often hindered by the current cycle of uncertainty and crisis management. The process also provides the opportunity for sharing best practice and developing a strategic focus across the sector in London.

Financial Information

LLST's free reserve target is derived from operational expenditure, on the basis that a large amount of the budget relates to the grants that they award to legal advice organisations that are part of their Centres of Excellence. The target is to hold funds equivalent to 6 months of their operational costs.

Year end as at 31 December	2017 Audited Accounts £	2018 Audited Accounts £	2019 Forecast £
Income & expenditure:			
Income	1,167,000	1,231,484	1,113,700
- % of Income confirmed as at 20/01/2019	n/a	n/a	78%
Expenditure	(1,237,181)	(1,181,037)	(1,113,300)
Total surplus/(deficit)	(70,181)	50,447	400
Split between:			
- Restricted surplus/(deficit)	37,500	0	-
- Unrestricted surplus/(deficit)	(107,681)	50,447	400
	(70,181)	50,447	400
Cost of Raising Funds	204,452	212,893	177,599
- % of Income	17.5%	17.3%	15.9%
Operating expenditure (non-grant expenditure)	309,671	317,626	327,800
Free unrestricted reserves:			
Free unrestricted reserves held at year end	137,720	188,167	188,567
No of months of total expenditure	5.3	7.1	6.9
Reserves policy target	154,836	158,813	163,900
No of months of total expenditure	6.0	6.0	6.0
Free reserves over/(under) target	(17,116)	29,354	24,667

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MEETING: 25/07/2019

Ref: 15447

ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital

St Gabriel's Parish House Trust

Adv: Ciaran Rafferty

Amount requested: £100,000

Base: Westminster

Benefit: Westminster

Amount recommended: £100,000

The Applicant

St Gabriel's Parish House Trust is the separately registered charity responsible for running the community hall of St Gabriel's Church in Pimlico. The Hall is quite separate from the Church and is located on the Churchill Gardens Estate – a large 1960's block of social housing comprising 1,600 homes and an area of high deprivation amidst the Regency houses of Pimlico village. The sole trustee of the charity is the Parochial Church Council of St Gabriel's Church.

The Application

The brick-built Hall dates from 1901 and is typical of its day, looking like a Victorian school building in many respects and with all the access problems that go with a building from that era – multi-level rooms and floors, stone steps everywhere, narrow doorways. Having said that, the facilities are superb and heavily used by a variety of community groups. This application is for the cost of works related to making the Hall more accessible, largely through the installation of a lift within a new extension, for which planning permission has been granted.

The Recommendation

The proposed works have been informed by an independent access audit and subsequent review of the architect's plans. The only feasible way of supporting access to all the rooms and levels is to install a lift onto the side of the building (rather than within it) and within a new 2-storey extension which will also contain accessible toilets and additional facilities to meet the growing demand for usage. The full cost of these works are estimated at c.£900,000, of which £365,000 has been raised so far. Your support is sought and it is believed a grant from you would help trigger funding from other trusts (eg Garfield Weston). A grant is advised:

£100,000 towards the costs of access works at St Gabriel's Parish House, subject to the balance required being raised.

Funding History

None in past ten years.

Background and detail of proposal

The Hall is currently used extensively for a wide range of community and charitable activity. The main hall hosts a range of community sports groups as well as theatre and music rehearsal groups; the rooms below that host scouts, dance groups and older people's activities; and there are small rooms and a kitchen used by local groups on a daily basis. Hire fees are charged on a fair and affordable basis and these fees constitute the biggest source of income for the Trust and which are then used to keep the facilities in good repair. For many years the Hall had no money

spent on it which saw the fabric deteriorate considerably over time. In the past 10 years the management committee undertook to accumulate income where possible and to use that to firstly make essential repairs where needed and then to improve what facilities it could. To this end the Trust has spent in the region of £1m over recent years and is now committing £300,000 from its reserves to the proposed works.

St Gabriel's is very much rooted in its community and strives to meet the many needs currently present. There is acute poverty within the neighbouring estate in particular (the Churchill ward is amongst the 10 most deprived in the country) so the new facilities will house more satellite services, such as for advice, food-banks, support for the local homeless and services for the elderly. There will also be better provision for a wide range of arts and cultural activities.

Financial Information

Until the current year the organisation's entire income has been unrestricted. Over the years it has accrued unrestricted reserves above its operational reserves target (£65,000 pa) and then used these surpluses to fund repairs and improvements to the building, as the organisation does not undertake such works until the funds are in place. It is currently building its free reserves again for the purpose of contributing to the forthcoming major structural improvements referred to in this report, hence the sum currently held being above its regular policy target.

Year end as at 31 December	2017 Examined Accounts	2018 Draft	2019 Budget
Income & expenditure:			
Income	199,841	234,140	357,748
- % of Income confirmed as at 21/6/19		100%	52%
Expenditure	(132,333)	(122,705)	(81,317)
Total surplus/(deficit)	67,508	111,435	276,431
Split between:			
- Restricted surplus/(deficit)	0	0	55,000
- Unrestricted surplus/(deficit)	(67,508)	111,435	221,431
	(67,508)	111,435	276,431
Operating expenditure (unrestricted funds)	132,333	111,435	81,317
Free unrestricted reserves:			
Free unrestricted reserves held at year end	183,671	281,158	502,589
No of months of operating expenditure	16.7	30.3	74.2
Reserves policy target	65,000	65,000	65,000
No of months of operating expenditure	5.9	7.0	9.6
Free reserves over/(under) target	118,671	216,158	437,589

MEETING 25/07/2019

Ref: 15409

ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital

Stepney City Farm Ltd

Adv: Kate Moralee

Amount requested: £191,761

Base: Tower Hamlets

Benefit: Tower Hamlets

Amount recommended: £191,800

The Applicant

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

The Application

Stepney City Farm is requesting funding to support the continuation of its current one-year grant award to strengthen strategic leadership and successful expansion of the farm site ensuring sustainability of the organisation. Significant progress has been made over the course of the last 12 months in three areas: financial security, physical development of the site and organisational culture. Unfortunately, the delay to the launch of Cross Rail has meant that land still has not been handed back to Stepney City Farm within the original timescales. This project will continue to deliver greening and growing education, volunteering and health and well-being opportunities, which facilitate community cohesion, to residents of Tower Hamlets.

The Recommendation

SCF experienced levels of turbulence between 2010 to 2018 which left the organisation in a vulnerable and challenging place in terms of financial stability and organisational culture. Following the appointment of a CEO and your grant award in July 2018, significant progress has been made. The organisation has moved from being in deficit to a £26,768 surplus within 1 year, strengthening many of the services and activities offered by securing grant income for specific programmes and by significantly developing income generation strands. This is despite still not securing the return of land from Crossrail originally planned for 2017, delayed until November 2018 and now expected August 2019, which will bring further growth opportunities. This proposal meets your Growing greening and environmental projects priority and funding is recommended:

£191,800 over 4 years (£46,500, £47,500, £48,400, £49,400) for the salary costs of the f/t CEO to provide strategic leadership and successful expansion of the site ensuring sustainability of the organisation.

Funding History

Meeting Date	Decision
06/07/2018	£45,600 over 1 year for the salary costs of the f/t CEO to provide

	strategic leadership and successful expansion of the site, ensuring sustainability of the organisation.
11/05/2017	Application declined as it did not sufficiently address your priorities
14/10/2010	£90,000 over three years (3 x £30,000) towards the costs of a project manager for the city farm.
09/09/2010	Withdrawn application

Background and detail of proposal

The farm continues to be a free and accessible facility for all visitors and delivers a programme of volunteering for a range of needs. Volunteers are supported in the development of skills, knowledge and experience through individual plans, reviews and mentoring. The young volunteers programme which runs session every Sunday has grown and now requires funding to provide additional staff to cope with demand. Alongside that SCF secured a large grant from the Young London Inspired programme to deliver open sessions for young people over three years. This has allowed for greater engagement with young people from referral units, at risk of exclusion and/or with SEN. Volunteers are encouraged to become trustees.

SCF has adopted a more business focussed approach under the new CEO which has resulted in a growth in income from business activities. The CEO has changed the shape of the Corporate Volunteering offer and delivery resulting in net income of £30k. A decision has also been taken to offer the café space for hire by an independent hospitality provider with an ethos similar to that of SCF, a contract is in the process of being signed currently, as SCF does not have the required skills, expertise and resource to invest to turn the café around to be a net contributor. SCF has also been able to hire out the classroom facility for conferences and events. The farm continues to offer a complex portfolio of income generating activities including provision of studios, allotments, weekly farmers market, high welfare animal farming and the growing and supply of produce.

The land from Crossrail has not yet been handed back to SCF, current estimated date of handover is 31/7/19. However, this has allowed space for the CEO to focus on strengthening the financial position of the organisation, improving the site in terms of H&S and attractiveness and changing organisational and staff culture. Staff and culture change have resulted in a much more focussed and stringer team providing a strong foundation for growth. Power to Change have committed to supporting SCF for another two years understanding that external forces have restricted the opportunity to expand food production. The expansion plans remain as envisaged, once the land is returned on the 10-year lease.

Financial Information

SCF is demonstrating increased unrestricted surplus this year to date, more than predicted in the 2019/20 budget. The CEO has secured 10 days of training from SSE, with a specific focus on upscaling the social enterprise aspect of the farm. New income sources, both restricted and unrestricted, have been secured over the last year and tough business decisions have been made. This has generated a significant turnaround and lends itself to establishing sustainability with ongoing support over the next four years.

Year end as at 31st March	2018	2019	2020
	Signed Accounts	Draft Accounts	Forecast
	£	£	£
Income & expenditure:			
Income	356,027	364,944	313,227
- % of Income confirmed as at 28/5/19	N/A	N/A	42%
Expenditure	(391,738)	(319,773)	(248,285)
Total surplus/(deficit)	(35,711)	45,171	64,942
Split between:			
- Restricted surplus/(deficit)	(10,746)	7,098	24,936
- Unrestricted surplus/(deficit)	(24,965)	38,072	40,006
	(35,711)	45,170	64,942
Cost of Raising Funds	0	18,000	18,000
- % of Income	0.0%	4.9%	5.7%
Operating expenditure (unrestricted funds)	236,895	180,900	129,922
Free unrestricted reserves:			
Free unrestricted reserves held at year end	(11,304)	26,768	66,774
No of months of operating expenditure	-0.6	1.8	6.2
Reserves policy target	59,224	45,225	32,481
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(70,528)	(18,457)	34,294

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MEETING: 25/07/2019

Ref: 15266

ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital

Stratford Circus Arts Centre

Adv: Geraldine Page

Base: Newham

Amount requested: £71,988

Benefit: Newham

Amount recommended: £72,000

The Applicant

Stratford Circus Arts Centre (SCAC) is a performing arts centre and registered charity dedicated to bringing high quality arts experiences and participatory opportunities to local audiences in Newham and East London. Built in 2001, the fully accessible venue includes 2 theatres, a dance studio and meeting rooms. The charity is proud that its audiences are largely comprised of local families and include people who have little experience or knowledge of the arts. SCAC offers a number of participatory groups including baby dance, a youth choir, leap of faith (older dance), age-well actors and singers and Blue Sky Actors – of which this application is concerned.

The Application

This application is for two years continuation funding towards the running costs of the flagship Blue Sky Actors performing arts group for adult actors with learning difficulties and/or disabilities, which you initially funded in 2016. The group has been running for over 13 years and provides valuable opportunities for its members not only to perform but to build friendships and social networks.

The Recommendation

SCAC has a strong track record of working with learning-disabled people. It offers an accessible venue for disabled participants and audiences with moveable seating, wide aisles, accessible toilets and dressing rooms, hearing loops, lifts and regular access training. It has strong links to the local community, arts companies as well as care and education providers. As a disability-led ensemble Blue Sky Actors aims are founded on inclusive theatre which includes challenging prejudice, raising the profile of disability-led arts and supporting disabled adults to realise their potential. Funding is recommended:

£72,000 over 2 further and final years (2 x £36,000) towards the running costs of the Blue Sky Actors project.

Funding History

Meeting Date	Decision
14/07/2016	£93,240 over 3 years (3 x £31,080) towards the salaries of the Education Manager (5¼ hours/week) and Project Coordinator (9¾ hours/week); the sessional costs of the Artistic Director, Assistant Director, and Artistic Support Workers; and the running costs of the Blue Sky Actors project.

Background and detail of proposal

The existing project has been very successful and with your funding Blue Sky Actors will continue to meet for weekly 3-hour rehearsals (3 terms of 10 weeks each). Your funding will;

- Support the creation and development of two high-quality productions annually by adults with disabilities and learning difficulties. This comprises of

skills development for individuals, masterclasses and workshops in theatre skills and weekly rehearsals with professional artistic staff.

- Provide personal and professional development of individuals using goal setting with support to enable participants to work towards aims throughout the project.
- Support for lead actors with their individual projects, including support with auditions and productions, empowering and encouraging them to be role models for other actors with disabilities and the wider community.

The beneficiaries are local people from Newham and other London Boroughs and membership of Blue Sky Actors totals 30. Many people with disabilities face ongoing routine discrimination leading to low self-esteem and aspirations. This project supports increased positive visibility and engagement of Disabled People, reducing stigma and opening opportunities for participation in all aspects of life. SCAC is situated in one of the most culturally diverse and yet socio-economically deprived boroughs in the country with very low levels of arts engagement. Disabled people are particularly limited in their cultural opportunities, due to access and other barriers, and have an average national engagement rate of 50%. With an overall engagement rate in Newham of less than 20% and the closure of Day Opportunities Service, the level of engagement by disabled residents is less than 10%.

Financial Information

Since your original grant SCAC have employed a Development Manager to diversify income streams and increase their ability to leverage grant funding as well as individual and corporate giving. Reserves are still a way off target, but the Trustees are currently reviewing their reserves policy and will include a business model to increase unrestricted reserves. The cost of raising funds was not included in the 2018 accounts and this has been pointed out to SCAC by your Officer.

Year end as at 31 March	2018 Audited Accounts	2019 Draft	2020 Budget
Income & expenditure:			
Income	1,317,487	1,576,561	1,479,815
- % of Income confirmed as at 26/04/19		100%	92%
Expenditure	(1,373,887)	(1,492,414)	(1,477,518)
Total surplus/(deficit)	(56,400)	84,147	2,297
Split between:			
- Restricted surplus/(deficit)	14,597	68,446	30,993
- Unrestricted surplus/(deficit)	(70,997)	15,701	(28,696)
	(56,400)	84,147	2,297
Cost of Raising Funds	Not Included	41,843	45,000
- % of Income		2.7%	3.0%
Operating expenditure (unrestricted funds)	1,046,851	1,200,718	1,148,171
Free unrestricted reserves:			
Free unrestricted reserves held at year end	31,811	47,512	18,816
No of months of operating expenditure	0.4	0.5	0.2
Reserves policy target	180,000	180,000	180,000
No of months of operating expenditure	2.1	1.8	1.9
Free reserves over/(under) target	(148,189)	(132,488)	(161,184)

MEETING: 25/07/2019

Ref: 15189

ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital

The French Protestant Church of London

Adv: Claran Rafferty

Base: Westminster

Amount requested: £98,500

Benefit: London-wide

Amount recommended: £98,500

The Applicant

The French Protestant Church of London (FPCoL) is in Soho Square and has an interesting history, being the last descendent of the first Huguenot church in England. On 24th July 1550, Edward VI signed the charter granting freedom of worship to Protestant foreigners from France, Wallonia, the Netherlands and to small Italian-speaking and Spanish-speaking communities, making John a Lasco (a Polish baron and preacher) their leader and giving them the use of the Chapel of the Augustinians in the City of London. Through the subsequent centuries, different church buildings were established, mostly in the City, until 1893 when the present building was established from a design by Sir Aston Webb, known for the Victoria & Albert Museum and the façade of Buckingham Palace. Soho was then London's major French neighbourhood. FPCoL is a registered charity.

The Application

Whilst the principal activity of the Church is the advancement of the Christian religion it also delivers a programme of community activity and support (especially for the French community in London), both in the main nave area and in the crypts below. The charity wishes to repair and modernise some of its structures and facilities and provide improved access where possible but especially to the crypts. Due to its listing modifications need to be in keeping with the history and fabric of the building. Access works have been informed by an independent audit (as you require) and a programme of works to meet the key elements now costed. The cost of all the works amounts to c.£1m of which the access elements are estimated to be c.£118,000.

The Recommendation

The Church is open to the public for open days, conferences, concerts or historical visits and is a venue available for hire. The building has unique assets, not least its central location; is well served by public transport; and with excellent acoustics in the main space which makes it an ideal setting for concerts, plays or lectures. The charity has a genuine aim to maximise community use of the facilities. The key elements for improvement as identified by the access audit will be provided, should you support this request and have been costed reasonably. Some funds will be provided by a sister charity (French Huguenot Church of London Charitable Trust) with the bulk being sought from your Committee. A grant is advised:

£98,500 towards the capital costs of providing disabled access facilities.

Funding History

None

Background and detail of proposal

A great many of your capital grants for access are made to churches. For these to be recommended the applicant must provide evidence that the main beneficiaries of the

upgraded facilities will be the wider community and engaged in non-religious activity. FPCoL has made a clear case for their refurbished facilities being for wider community benefit and, following your officer's visit to the premises, it became clear that the charity has a genuine commitment to improving access for disabled people. Future community use will incorporate activities for children; better public access to archives and the library; access to meeting space for local community groups (including those working with homeless people); events and open days. The bulk of the works will be to the lower ground floor/basement areas – including the installation of a lift – with some improvements to a small area off the nave on the ground floor where the archives are located and which are open to the general public. All key recommendations of the Independent access audit will be delivered, a commendable feat given the nature of the building and the need to respect its Grade II listing.

Financial Information

The charity receives an annual donation of c.£100k - £130k for its day-to-day running costs from a sister charity – The French Protestant Church of London Charitable Trust – which historically raised and distributed funds for all of the Huguenot-related churches and activities. For expenditure above and beyond this – including the recent renovations - it must raise its own funds. The organisation does not present expenditure on the cost of raising funds as they deem this to be negligible as fundraising is chiefly by volunteers.

The table below shows income at levels above the core operating costs and these reflect fundraising for the non-access, general, renovations which have been undertaken over the past year. The charity's reserves policy is very generous in that it sets a target of 1 – 3 years' operating costs and although the unrestricted reserves shown below are in excess of that, any excess is used for the renovations and are eventually capitalised.

Year end as at 31 December	Examined Accounts 2017	Examined Accounts 2018	2019 Budget
Income & expenditure:			
Income	455,693	369,684	360,584
- % of Income confirmed as at 11/4/2019	n/a	n/a	27%
Expenditure	(126,830)	(104,704)	(119,480)
Gains/Losses on investments	13,139	(22,629)	not known
Total surplus/(deficit)	342,002	242,351	241,104
Split between:			
- Restricted surplus/(deficit)	276,578	153,731	214,206
- Unrestricted surplus/(deficit)	65,424	88,620	26,898
	342,002	242,351	241,104
Cost of Raising Funds	0	0	0
- % of Income	0.0%	0.0%	0.0%
Operating expenditure (unrestricted funds)	126,830	104,704	105,700
Free unrestricted reserves:			
Free unrestricted reserves held at year end	419,105	507,725	534,623
No of months of operating expenditure	39.7	58.2	60.7
Reserves policy target	126,830	104,704	105,700
No of months of operating expenditure	12.0	12.0	12.0
Free reserves over/(under) target	292,275	403,021	428,923

MEETING: 25/07/2019

Ref: 15054

ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital

The Horse Rangers Association (Hampton Court) Limited

Adv: Claran Rafferty

Amount requested: £109,025

Base: Richmond

Benefit: Richmond

Amount recommended: £109,000

The Applicant

The charitable company that is the Horse Rangers Association (HRA) was established in 1954 and occupies 2 sites in the vicinity of Hampton Court Palace (including the Royal Mews). Their original patron was HRH Princess Margaret and today is HRH Princess Michael of Kent. In 1975 the organisation became a member group of Riding for the Disabled Association. The aim of the charity is to help people to develop life and leadership skills through learning to ride and to look after horses, with a significant proportion of its work targeting disabled people.

The Application

For historical reasons the charity calls the groups it works with "Squadrons". This application is for work with Squadron 6 which, along with Squadron 7, are those groups which deliver the RDA programmes for disabled people. Squadron 6 operates in term time and works closely with local SEND schools (delivering a developmental curriculum but not a statutory educational one) and care homes to provide opportunities for people to develop self-confidence, horse-riding and husbandry skills, wider social networks and increased independence. Although well established, there is demand for Squadron 6 to be extended and to include more people – hence this application to support that group's growth at c 25% per year.

The Recommendation

The model of engagement by HRA is very effective at reaching a wide and diverse audience. Although located in a more affluent part of London the charity includes very many people from disadvantaged backgrounds, whether as horse-riding participants or within the army of volunteers needed to make everything work at an affordable level. For those young and old and from low income households the organisation will actively seek funds to subsidise their participation and to make it possible. Squadron 6 has a large waiting list which, if you agree a grant, will be reduced considerably over the next three years. The request is tapered upwards over the period to support managed growth and is recommended:

£109,000 over three years (£19,000; £36,000; £54,000) towards the costs of growing the Squadron 6 programme for disabled people.

Funding History

None

Background and detail of proposal

HRA has been running very successfully for many years, largely on the strength and direction of its founder until his passing. In more recent times it has brought in new staff at management level who are now on a course to broaden the income base of

the charity and to ensure that the range of programmes and people served is as wide and inclusive as possible. It has been a regular member of the RDA programme, delivering very effective opportunities for disabled people of all ages and from all backgrounds to enjoy the physical, social and emotional benefits of horse-riding and husbandry. Currently, the Squadron 6 group provides for 50 disabled people and 70+ volunteers per year (some of whom are also disabled). With the additional funding at the heart of this request the charity feels it will be able to grow these numbers by 25% each year – the demand is there. The benefits from participation have been documented effectively by the charity and include: physical improvement; greater confidence; greater communication; enjoyment; horsemanship skills; improved relationships with others. Horse-riding also provides therapeutic benefits for those who may need them.

Financial Information

Most of the organisation's income to date has been unrestricted and has relied on donations and fees. The new management team is now targeting trusts and foundations, legacies and alumni in an effort to broaden income sources and thereby make the charity more financially sustainable. A full-cost-recovery approach is made to those funders who will consider this. (Interestingly, the costing model is calculated on the ratio of the numbers of horses involved in each activity and their relative costs – so it might be better described as a “full-horse-recovery” model!)

Audited accounts for the year ended 31st March 2018 show unrestricted free reserves equating to approximately 7 months' expenditure. Although not excessive they do include provision for the costs of a potential move from the Royal Mews premises to a single site in Bushey Park, which would make their operation more effective.

Year end as at 31 March	2018 Audited Accounts	2019 Draft	2020 Budget
Income & expenditure:			
Income	549,122	565,309	797,349
- % of Income confirmed as at 20 May 2019		100%	0%
Expenditure	(602,809)	(655,037)	(700,980)
Total surplus/(deficit)	(53,687)	(89,728)	96,369
Split between:			
- Restricted surplus/(deficit)	2,480	55,884	28,203
- Unrestricted surplus/(deficit)	(56,167)	(145,612)	68,166
	(53,687)	(89,728)	96,369
Cost of Raising Funds	31,188	10,340	18,000
- % of Income	5.7%	1.8%	2.3%
Operating expenditure (unrestricted funds)	565,388	641,404	684,979
Free unrestricted reserves:			
Free unrestricted reserves held at year end	344,440	198,828	266,994
No of months of operating expenditure	7.3	3.7	4.7
Reserves policy target	250,000	250,000	250,000
No of months of operating expenditure	5.3	4.7	4.4
Free reserves over/(under) target	94,440	(51,172)	16,994

MEETING 25/07/2019

Ref: 15018

ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital

Young Barnet Foundation

Adv: Tim Wilson

Amount requested: £313,992

Base: Barnet

Benefit: Barnet

Amount recommended: £200,000

The Applicant

The Young Barnet Foundation (YBF) is one of seven young people's foundations established in Greater London to develop and strengthen the provision of voluntary sector services for children and young people. Initiated by the John Lyon's Charity and developed in response to the diminution of services for children and young people, young people's foundations are borough-specific infrastructure bodies working with voluntary sector organisations. Particularly concerned with support to smaller organisations, YBF is a registered charity acting as an infrastructure body for a membership of groups working with those aged 0-25 in the borough. It has over 160 voluntary, community and social enterprise organisations in membership.

The Application

YBF delivers four main areas of work: it raises and distributes grants for local organisations; it fosters cross-sectoral partnerships between groups in support of smaller organisations in the borough; it matches organisations with space to those needing space; and it strengthens its member organisations' monitoring and evaluation practice.

The Recommendation

Still a relatively young organisation, YBF has made considerable progress since it started work in 2015. It has a small staff team led by a Chief Executive who has worked in Barnet's local infrastructure and funding community for many years, and who therefore knows the borough and the challenges the sector faces well. YBF has built a membership of small to medium sized charities who are typically stretched and struggling to do more than service delivery. As an infrastructure organisation YBF delivers valuable capacity building services, networking and professional development. The original funding request was a large request for core funding with the annual award growing year on year. Given the Trust's founding support for YBF (see '*funding history*' below) and in recognition of other applications from young people's foundations to this May Committee, officers believe it is fair to provide a core award on the basis that funding is tapered as it would be with other core grants. Since the organisation has strategic value as an infrastructure body, officers recommend that the Trust waive its usual requirement that core funding be no more than 10% of turnover. The level of funding has been discussed with YBF and the organisation understands the Trust's rationale. Funding is advised as follows:

£200,000 over five years (£50,000; £45,000; £40,000; £35,000; £30,000) as core funding to support the Young Barnet Foundation's work in support of voluntary sector organisations working with children and young people.

Funding History

The Trust supported YBF's initial development via John Lyon's Charity (an independent grant-making trust) in September 2015 and March 2018. In September 2015 YBF received £100,000 (this amount was matched by John Lyon's Charity) and in September 2018 £50,000. Similar awards were made in 2015 to young people's foundations in Harrow and Brent. The 2018 grants included the three original boroughs as well as new young people's foundations in Westminster, Camden and Hammersmith and Fulham.

Background and detail of proposal

Borough infrastructure services are stretched and likely to remain so as the local authority has announced that it will provide no further funding for this function from 2021. In response, YBF has formed a partnership with two other local umbrella bodies to share skills, cross-refer and ensure efficient delivery. Unlike some other London boroughs with young people's foundations, Barnet does not have a significant private sector presence and so needs to make better use of existing resources rather than accessing new input. The YBF has facilitated networking activities and is building relationships of trust between its members. It has deployed an excellent monitoring system to capture what its member organisations deliver and can use this data to advocate for the sector.

Financial Information

The 2019 forecast includes provision for a grant from City Bridge Trust at the proposed level of grant recommended by your officer. The organisation does not yet have a budget for 2020.

YBF has explained that the 2018 cost of raising funds was relatively low because it was without a dedicated fundraiser for half the year.

Year end as at 31st December	2017 Examined Accounts £	2018 Draft accounts £	2019 Forecast £
Income & expenditure:			
Income	325,037	348,013	321,986
- % of Income confirmed as at 28th February	n/a	100%	82%
Expenditure	(266,573)	(294,991)	(321,986)
Total surplus/(deficit)	58,464	53,022	0
Split between:			
- Restricted surplus/(deficit)	9,941	7,811	0
- Unrestricted surplus/(deficit)	48,523	45,211	0
	58,464	53,022	0
Cost of Raising Funds	17,035	11,618	28,500
- % of Income	5.2%	3.3%	8.9%
Operating expenditure (unrestricted funds)	216,573	151,226	207,000
Free unrestricted reserves:			
Free unrestricted reserves held at year end	56,130	101,341	101,341
No of months of operating expenditure	3.1	8.0	5.9
Reserves policy target	108,287	75,613	103,500
No of months of operating expenditure	6.0	6.0	6.0
Free reserves over/(under) target	(52,157)	25,728	(2,159)

MEETING: 25/07/2019

Ref: 15230

ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital

Young Brent Foundation

Adv: Jack Joslin

Amount requested: £258,982

Base: Brent

Benefit: Brent

Amount recommended: £200,000

The Applicant

The Young Brent Foundation (YBF) is one of seven young people's foundations established in Greater London to develop and strengthen the provision of voluntary sector services for children and young people. Initiated by the John Lyon's Charity and developed in response to the diminution of services for children and young people, young people's foundations are borough-specific infrastructure bodies working with voluntary sector organisations. Particularly concerned with support to smaller organisations, YBF is a registered charity acting as an infrastructure body for a membership of groups working with those aged 0-25 in the borough. It has over 130 voluntary, community and social enterprise organisations in membership.

The Application

YBF delivers four main areas of work: it raises and distributes grants for local organisations; it fosters cross-sectoral partnerships between groups in support of smaller organisations in the borough; it matches organisations with space to those needing space; and it strengthens its member organisations' monitoring and evaluation practice.

The Recommendation

As an infrastructure organisation YBF delivers valuable capacity building services, networking and professional development. The original funding request was large request for core funding with the annual award growing year on year. Given the Trust's founding support for YBF (see '*funding history*' below) and in recognition of other applications from young people's foundations to this July Committee, officers believe it is fair to provide a core award on the basis that funding is tapered as it would be with other core grants. Since the organisation has strategic value as an infrastructure body, officers recommend that the Trust waive its usual requirement that core funding be no more than 10% of turnover. The level of funding has been discussed with YBF and the organisation understands the Trust's rationale. Funding is advised as follows:

£200,000 over five years (£50,000; £45,000; £40,000; £35,000; £30,000) as core funding to support the Young Brent Foundation's work in support of voluntary sector organisations working with children and young people.

Funding History

The Trust supported YBF's initial development via John Lyon's Charity (an independent grant-making trust) in September 2015 and March 2018. In September 2015 YBF received £100,000 (this amount was matched by John Lyon's Charity) and in September 2018 £50,000. Similar awards were made in 2015 to young people's foundations in Harrow and Barnet. The 2018 grants included the three original boroughs as well as new young people's foundations in Westminster, Camden and Hammersmith and Fulham.

Background and detail of proposal

YBF operates across the London Borough of Brent, one of London's most diverse but also deprived boroughs. YBF will utilise this funding to enable voluntary and community organisations in Brent working with young people to become more resilient, efficient and effective. Access to space is a key identified barrier to the sector's effectiveness in Brent. YBF will continue to develop Youth Hubs across the borough to ensure there are more spaces available for activities.

The Core funding provided will support the cost of the new CEO to implement a 5 year strategy, allow for core staff to assist the voluntary sector with fundraising and capacity building support and allow YBF to work strategically across the sector to set up consortiums and partnerships to ensure funding can be leveraged into the borough. In 2020 YBF will be working with the sector to ensure young people can engage positively and meaningfully with the London Borough of Culture activity that will be taking place across Brent.

Financial Information

YBF receives core funding from John Lyons Charity which has been agreed over the next three years. In year ending March 2019 the charity had a deficit in unrestricted funds which impacted its reserves, this can be explained by the Chief Executive leaving the charity and a lengthy period of recruitment to replace them. The charity has now recruited a new CEO and has ambitious plans in 2020. This includes an increase in turnover from a national lottery community fund bid to deliver a borough wide youth partnership and further fundraising to implement and deliver a youth hub programme across Brent. These projects will increase turnover in 2020 but the charity will be managing funds on behalf of others in the partnership rather than increasing in size itself. Cost of raising funds was not listed in the 2018 Accounts but has been included in subsequent years.

Year end as at 31st March	2018 Signed Accounts £	2019 Draft Accounts £	2020 Forecast £
Income & expenditure:			
Income	341,160	430,350	1,119,137
- % of Income confirmed as at 07/06/2019	N/A	100%	47%
Expenditure	(307,381)	(473,730)	(1,010,530)
Total surplus/(deficit)	33,779	(43,380)	108,607
Split between:			
- Restricted surplus/(deficit)	62,458	20,268	85,999
- Unrestricted surplus/(deficit)	(28,679)	(63,648)	22,608
	33,779	(43,380)	108,607
Cost of Raising Funds	0	37,000	37,000
- % of Income	0.0%	8.6%	3.3%
Operating expenditure (unrestricted funds)	273,819	313,648	314,392
Free unrestricted reserves:			
Free unrestricted reserves held at year end	80,584	16,936	39,544
No of months of operating expenditure	3.5	0.6	1.5
Reserves policy target	68,455	78,412	78,598
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	12,129	(61,476)	(39,054)

MEETING: 25/07/2019

Ref: 15215

ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital

Young Ealing Foundation

Adv: Jack Joslin

Amount requested: £311,134

Base: Ealing

Benefit: Ealing

Amount recommended: £220,000

The Applicant

The Young Ealing Foundation (YEF) is one of seven young people's foundations established in Greater London to develop and strengthen the provision of voluntary sector services for children and young people. Initiated by the John Lyon's Charity and developed in response to the diminution of services for children and young people, young people's foundations are borough-specific infrastructure bodies working with voluntary sector organisations. Particularly concerned with support to smaller organisations, YEF is a registered charity acting as an infrastructure body for a membership of groups working with those aged 0-25 in the borough. It has over 50 voluntary, community and social enterprise organisations in membership. YEF is the newest of the young people's foundations to be set up.

The Application

YEF delivers four main areas of work: it raises and distributes grants for local organisations; it fosters cross-sectoral partnerships between groups in support of smaller organisations in the borough; it matches organisations with space to those needing space; and it strengthens its member organisations' monitoring and evaluation practice. Funding is being sought to bring in a Fundraising Manager to work with the sector in Ealing to improve fundraising capacity and capability.

The Recommendation

As an infrastructure organisation YEF delivers valuable capacity building services, networking and professional development. The original funding request was large request to support the cost of a new Fundraising Manager Post. In recognition of other applications from young people's foundations to this July Committee, officers believe it is fair to provide a core award to YEF in line with other foundations supported this round. Since the organisation has strategic value as an infrastructure body, officers recommend that the Trust waive its usual requirement that core funding be no more than 10% of turnover. As YEF is a newer Charity and did not receive any initial funding from the Trust it is recommended that a grant of £50,000 be offered in the first two years followed by a taper. This will allow YEF to establish itself while aligning the funding offer with the other young people's foundations. The level of funding has been discussed with YEF and the organisation understands the Trust's rationale. Funding is advised as follows:

£220,000 over five years (£50,000; £50,000; £45,000; £40,000; £35,000) as core funding to support the Young Ealing Foundation's work in support of voluntary sector organisations working with children and young people.

Funding History

Out of the seven young people's foundations YEF are the only one not to receive any start up support from the Trust.

Background and detail of proposal

YEF operates across the London Borough of Ealing, one of London's largest boroughs. Ealing stretches from Acton to Southall and has a very diverse population. Ealing is also one of the only London Boroughs that still has a youth service budget, although this has been greatly reduced, with only 3 large youth centres left. Ealing CVS is strong and provides comprehensive capacity building to the voluntary sector in the borough. YEF have consulted with the CVS, council and the sector to ensure that they can offer a package of support that is additional to and compliments the current offer available to groups. Fundraising is a key aspect of this work in the youth sector and is a useful prism in which to engage voluntary organisations. It is usual that a group will attend a meeting on fundraising support, and this will lead to a more comprehensive deep dive into the quality of delivery, financial stability, safeguarding and governance of the organisation. YEF deliver a variety of training and sign post their members to other training available in the borough. With support from the grant YEF plan to develop a youth consultation group, expand the fundraising support and develop monitoring and evaluation training. Core support will help underpin this work over a 5-year period and allow YEF to seek additional funding for specific projects.

Financial Information

YEF are a relatively new organisation that like the other YPFs have received core funding from John Lyons to establish themselves in the borough. Cost of raising funds were not listed in the signed accounts but this has now been recorded for subsequent years. In 2020 the charity is going to be substantially over its reserves policy due to some of the John Lyons funding being designated for distributing small grants. YEF's Trustees have a cautious approach and will only start distributing grants once the charity is in a secure position with at least 3 to 6 months of reserves.

Year end as at 31st March	2018 Signed Accounts £	2019 Draft Accounts £	2020 Forecast £
Income & expenditure:			
Income	100,000	155,058	225,000
- % of Income confirmed as at 23/05/2019	N/A	100%	76%
Expenditure	(16,146)	(120,670)	(181,198)
Total surplus/(deficit)	83,854	34,388	43,802
Split between:			
- Restricted surplus/(deficit)	0	22,000	40,000
- Unrestricted surplus/(deficit)	83,854	12,388	3,802
	83,854	34,388	43,802
Cost of Raising Funds	0	5,000	18,000
- % of Income	0.0%	3.2%	8.0%
Total Expenditure	16,146	120,670	181,198
Free unrestricted reserves:			
Free unrestricted reserves held at year end	83,854	96,242	100,044
No of months of operating expenditure	62.3	9.6	6.6
Reserves policy target	4,037	30,168	45,300
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	79,818	66,075	54,745

MEETING: 25/07/2019

Ref: 15066

ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital

Young Harrow Foundation

Adv: Jack Joslin

Amount requested: £299,888

Base: Harrow

Benefit: Harrow

Amount recommended: £200,000

The Applicant

The Young Harrow Foundation (YHF) is one of seven young people's foundations (YPF) established in Greater London to develop and strengthen the provision of voluntary sector services for children and young people. Initiated by the John Lyon's Charity and developed in response to the diminution of services for children and young people, YPFs are borough-specific infrastructure bodies working with voluntary sector organisations. Particularly concerned with support to smaller organisations, YHF is a registered charity acting as an infrastructure body for a membership of groups working with those aged 0-25 in the borough. It has over 90 voluntary, community and social enterprise organisations in membership.

The Application

YBF delivers four main areas of work: it raises and distributes grants for local organisations; it fosters cross-sectoral partnerships between groups in support of smaller organisations in the borough; it matches organisations with space to those needing space; and it strengthens its member organisations' monitoring and evaluation practice.

The Recommendation

As an infrastructure organisation YHF delivers valuable capacity building services, networking and professional development. The original funding request was a large request for core funding with the annual award growing year on year. Given the Trust's founding support for YHF (see '*funding history*' below) and in recognition of other applications from YPFs to this July Committee, officers believe it is fair to provide a core award on the basis that funding is tapered as it would be with other core grants. Since the organisation has significant strategic value as an infrastructure body, officers recommend that the Trust waive its usual requirement that core funding be no more than 10% of turnover. The level of funding has been discussed with YHF and the organisation understands the Trust's rationale. Funding is advised as follows:

£200,000 over five years (£50,000; £45,000; £40,000; £35,000; £30,000) as core funding to support the Young Harrow Foundation's work in support of voluntary sector organisations working with children and young people.

Funding History

The Trust supported YHF's initial development via John Lyon's Charity (an independent grant-making trust) in September 2015 and March 2018. In September 2015 YHF received £100,000 (this amount was matched by John Lyon's Charity) and in September 2018, £50,000. Similar awards were made in 2015 to YPFs in Brent and Barnet. The 2018 grants included the three original boroughs as well as new YPFs in Westminster, Camden and Hammersmith and Fulham.

Background and detail of proposal

YHF has been operating since 2015 and has made significant progress since its inception. YHF is an infrastructure support body focusing on organisations working with and for young people. The Charity delivers three key programmes to its members of Partnership, Fundraising and Development. It has a strategic oversight of the sector and promotes partnership working to deliver greater outcomes for young people in Harrow. The Charity has helped raise an additional £2.2 million for Charities in Harrow through a variety of support. As a member of YHF Charities receive annual visits and are regularly surveyed to ensure YHF are offering services that meet the needs of the sector. YHF have been busy setting up a bespoke CRM system for the wider YPF network as well as setting up online tools that can be replicated across the YPF movement.

YHF were instrumental in the setup of the Harrow HeadsUp Partnership, delivered by Harrow Mind and supported by your committee in 2017 to provide a consortium model to offer bespoke Mental Health services to young people across the borough. This is a good example of the difference an infrastructure body can make, acting as a conduit for change and helping organisations navigate a difficult funding landscape.

Financial Information

YHF receive a substantial grant of £150,000 from John Lyons Charity each year, which is unrestricted. Funding has been confirmed on a taper over the next three years. As the funding from John Lyons Charity is unrestricted YHF uses this funding to cover its restricted deficits. In 2018 the Charity did not spend all its unrestricted income due to the timing of some of its planned projects, which meant there was a planned deficit in 2019.

Year end as at 31 March	2018 Examined Accounts	2019 Draft	2020 Budget
Income & expenditure:			
Income	246,968	239,842	346,000
- % of Income confirmed as at 08/04/2019		100%	62%
Expenditure	(204,216)	(296,051)	(357,065)
Total surplus/(deficit)	42,752	(56,209)	(11,065)
Split between:			
- Restricted surplus/(deficit)	6,100	(211,116)	4,000
- Unrestricted surplus/(deficit)	36,652	154,907	0
	42,752	(56,209)	4,000
Cost of Raising Funds	4,394	4,000	4,000
- % of Income	1.8%	1.7%	1.2%
Total expenditure	204,216	296,051	357,065
Free unrestricted reserves:			
Free unrestricted reserves held at year end	115,917	59,708	59,708
No of months of operating expenditure	6.8	2.4	2.0
Reserves policy target	51,054	74,013	89,266
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	64,863	(14,305)	(29,558)

MEETING: 25/07/2019

Ref: 15076

ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital

Young Westminster Foundation

Adv: Jack Joslin

Amount requested: £295,625

Base: Westminster

Benefit: Westminster

Amount recommended: £200,000

The Applicant

The Young Westminster Foundation (YWF) is one of seven young people's foundations (YPF) established in Greater London to develop and strengthen the provision of voluntary sector services for children and young people. Initiated by the John Lyon's Charity and developed in response to the diminution of services for children and young people, YPFs are borough-specific infrastructure bodies working with voluntary sector organisations. Particularly concerned with support to smaller organisations, YWF is a registered charity acting as an infrastructure body for a membership of groups working with those aged 0-25 in the borough. It has over 75 voluntary, community and social enterprise organisations in membership.

The Application

YWF delivers four main areas of work: it raises and distributes grants for local organisations; it fosters cross-sectoral partnerships between groups to support smaller organisations in the borough; it matches organisations with space to those needing space; and it strengthens its member organisations' monitoring and evaluation practice. It also runs a Young Ambassadors programme that has trained up a group of young people who are consulted on a range of issues, to ensure that the voice of young people is included in local decision making.

The Recommendation

As an infrastructure organisation YWF delivers valuable capacity building services, networking and professional development. The original funding request was large request for core funding with the annual award growing year on year. Given the Trust's previous support for YWF (see '*funding history*' below) and in recognition of other applications from YPFs to this July Committee, officers believe it is fair to provide a core award on the basis that funding is tapered as it would be with other core grants. Since the organisation has significant strategic value as an infrastructure body, officers recommend that the Trust waive its usual requirement that core funding be no more than 10% of turnover. The level of funding has been discussed with YWF and the organisation understands the Trust's rationale. Funding is advised as follows:

£200,000 over five years (£50,000; £45,000; £40,000; £35,000; £30,000) as core funding to support the Young Westminster Foundation's work in support of voluntary sector organisations working with children and young people.

Funding History

The Trust supported YWF in 2018. A grant of £50,000 was awarded via a joint grant through the John Lyon's Charity to the three original YPF boroughs in Brent, Barnet and Harrow as well as new young people's foundations in Westminster, Camden and Hammersmith and Fulham.

Background and detail of proposal

YWF is based in the heart of Soho and although similar to the other YPFs they have unique access to a range of businesses in the heart of London. Westminster is also quite a unique borough, covering large amounts of Central London, including some of the most affluent parts. However, there are also parts of Westminster that are highly deprived where the disparity in wealth is significant. For YWF this provides a unique opportunity to link businesses with the voluntary sector and provide a wealth of opportunities for young people in the borough. YWF works closely with One Westminster, the infrastructure body in the borough, to ensure there is joined up working, partnership and collaboration across the sector. YWF also deliver a small grants programme for both the John Lyons Charity and the Mercers Company's Charitable Trust.

Your funding will underpin the provision of support to voluntary sector providers working with children and young people in Westminster. A core grant will offer stability over a five-year period to the charity as it develops its projects across the borough, forging new relationships and partnerships between business and the sector.

Financial Information

As a relatively new organisation YWF have relied on the initial start up funding from John Lyons and the Trust to establish themselves in the borough. Further funding over the next three years has been confirmed by the John Lyon's Charity. YWF will look to work in partnership with local business in Westminster, as well as apply to a range of different Trusts and Foundations to support the work. Your funding will help to underpin that by providing Core support over a 5-year period. Over this period the Charity, through the taper, will be able to seek additional resources to sustain its work.

Year end as at 31 March	2018 Accounts £	2019 Draft £	2020 Budget £
Income & expenditure:			
Income	200,339	322,812	438,500
- % of Income confirmed as at 08/04/2019		100%	71%
Expenditure	(115,378)	(373,030)	(367,536)
Total surplus/(deficit)	84,961	(50,218)	70,964
Split between:			
- Restricted surplus/(deficit)	33,984	(5,508)	26,000
- Unrestricted surplus/(deficit)	50,977	(44,710)	44,964
	84,961	(50,218)	70,964
Cost of Raising Funds	0	5,000	5,000
- % of income	0.0%	1.5%	1.1%
Operating expenditure (unrestricted funds)	106,380	174,339	189,036
Free unrestricted reserves:			
Free unrestricted reserves held at year end	54,961	10,251	55,215
No of months of operating expenditure	6.2	0.7	3.5
Reserves policy target	26,595	43,585	47,259
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	28,366	(33,334)	7,956

MEETING: 25/07/2019

Ref: 15012

ASSESSMENT CATEGORY: Bridging Divides - Positive Transitions

Advocacy In Greenwich

Adv: Jack Joslin

Amount requested: £148,341

Base: Greenwich

Benefit: Greenwich

Amount recommended: £147,400

The Applicant

Advocacy in Greenwich (AG) is a registered charity providing assistance to people with learning disabilities, to ensure their voice is heard in securing the support they need to run their daily lives. The charity is based in the Royal Borough of Greenwich and provides independent one to one advocacy, a range of self-advocacy groups, accessible learning disability awareness training and a people's parliament programme. AG has a strong track record of working with adults and young people with learning disabilities in creative ways.

The Application

AG is looking to deliver a self-advocacy project working with young people with learning disabilities in Greenwich. The project will focus on those who are about to transition to adult services to ensure they are prepared and to help develop the skills required to be more independent. Funding is being sought to fund a part-time Self Advocacy Worker who will work with targeted groups of young people. The Group meetings will focus on transition work and will support the young people to develop team skills, confidence and to have information about support and services so that the young people are able to make informed choices about their future independence. Funding is being requested over a five-year period to ensure that this work can be offered consistently and to provide stability for the charity to seek additional funding to add to and expand the delivery.

The Recommendation

AG is a well-run and well-respected organisation delivering essential advocacy work for people with learning disabilities in Greenwich and other London boroughs. This project will make a huge difference to the disabled young people involved in the self-advocacy project by providing support at a specific transition in their lives. This project meets the criteria for the Positive Transitions programme as it will provide a specialist support service for disabled people to increase choice and control in their lives. A slight reduction in grant is recommended in the first year of the request as the amount sought for recruitment was high. Funding is recommended as follows:

£147,400 over 5 years (£30,000; £28,000; £28,900; £29,800; £30,700) to support the cost of a part-time Self-Advocacy Development Work (14hpw) and associated project costs to deliver a self-advocacy programme for young people with learning disabilities in Greenwich.

Funding History

Meeting Date	Decision
28/07/2011	£95,000 over three years (£30,000; £32,000; £33,000) to provide independent advocacy for people with a learning disability to support them in gaining enhanced choice and control under the Personalised Budgets system.

Background and detail of proposal

The Self-Advocacy Development worker will work with schools and colleges in Greenwich to identify young people with learning disabilities that would most benefit from this Self-Advocacy project. AG is a long-established Charity with strong links to the transition team at Greenwich Council. The project will work with small groups of young people on a weekly basis throughout the year to develop their skills and prepare them for transition from children to adult services. The Self-Advocacy worker analyses the assets and skills young people have and develops them to improve this crucial transition in their development. The work is person centred and solutions focused and will have a profound outcome on the young people. Alongside the weekly sessions the Self-Advocacy worker will deliver quarterly workshops and forums for larger groups of young people. The 'Moving on' workshops will provide a range of information to young people and will complement the more in-depth group work.

AG has only 3 registered Trustees though it has been working to increase this number and the Board is aware they need to bolster its governance in this area. Lloyds Foundation has recently awarded funding on the basis that the charity improves the governance of the organisation and has also allocated a mentor to work with the charity to develop the board of Trustees and improve its governance.

Financial Information

AG receives funding from the Royal Borough of Greenwich, the National Lottery Fund, NHS England and other smaller Trusts and Foundations. They hold reserves just under reserves policy target. They did not list cost of raising funds in 2018 examined accounts but have provided subsequent figures for 2019 and 2020. As the table outlines AG have had deficits in 2018 & 2019 due to some reductions in funding. AG has reduced its staff team, moved office from Greenwich to Woolwich and is working in collaboration with other local charities to share back office functions. All of this has allowed AG to reduce its overspend and it anticipates breaking even by 2020. This grant includes full-cost recovery and will not further reduce the organisations reserves.

Year end as at 31 March	2018 Examined Accounts	2019 Budget	2020 Forecast
Income & expenditure:			
Income	172,300	163,280	227,482
- % of income confirmed as at 14/02/2019		97%	58%
Expenditure	(212,570)	(176,015)	(227,482)
Total surplus/(deficit)	(40,270)	(12,735)	0
Split between:			
- Restricted surplus/(deficit)	(20,369)	(4,000)	0
- Unrestricted surplus/(deficit)	(19,901)	(8,735)	0
	(40,270)	(12,735)	0
Cost of Raising Funds	0	20,000	20,600
- % of income	0.0%	12.2%	9.1%
Operating expenditure (unrestricted funds)	43,764	37,069	27,115
Free unrestricted reserves:			
Free unrestricted reserves held at year end	35,769	27,034	27,034
No of months of operating expenditure	9.8	8.8	12.0
Reserves policy target	30,000	30,000	30,000
No of months of operating expenditure	8.2	9.7	13.3
Free reserves over/(under) target	5,769	(2,966)	(2,966)

MEETING 25/07/2019

Ref: 15163

ASSESSMENT CATEGORY: Bridging Divides - Positive Transitions

Albert Kennedy Trust

Adv: Samantha Grimmatt-Batt

Amount requested: £60,000

Base: Hackney

Benefit: London-wide

Amount recommended: £57,500

The Applicant

Albert Kennedy Trust (AKT, the Trust) has been providing housing, information, advice and advocacy services in London since 1995. The charity was founded in 1989 in Manchester and is named after a 16-year-old who tragically died after falling from a car park roof following homophobic abuse. The Trust works with young people aged 16-25 who are homeless, or at risk of becoming homeless. In 2017/18 4,153 nights of safe accommodation were provided by the charity and it also undertakes prevention work. Services are delivered via their support staff, mentors, carers, and online programmes including non-housing support around healthcare; financial assistance; education; training and work. AKT has offices in Newcastle, Manchester, Bristol and London, where the HQ is based.

The Application

The request is for two further years of funding towards the salary costs of the London Service Manager (LSM). This is a key post; their role is to assess the needs of young LGBT people who are homeless or vulnerably housed and oversee placements into safe housing and eventually to independent living. The LSM also oversees mentor relationships and provides external training in best practice in meeting the needs of LGBT young people.

The Recommendation

Of the estimated 150,000 young people at risk of homelessness in London, 1 in 4 identifies as LGBT. The charity is one of only two providers of accommodation support to homeless LGBT young people in the country and it bridges the gap between age 16 and 17, where young homeless people often face barriers to accessing services. It successfully engages with diverse groups, with 23% of service users identifying as trans, 48% as BAME and 43% as disabled. The application fits your Positive Transitions programme well and the organisation is well-run, working closely with other key voluntary sector organisations including Galop and Stonewall Housing. The balance of funding is being provided by the Goldsmiths' Company and, as the grant awarded by them was higher than expected, your grant recommendation has been slightly reduced. Funding is recommended:

£57,500 over two further and final years (£27,500, £30,000) towards the salary costs of the f/t post of London Service Manager. The grant is conditional upon receipt of the year 3 monitoring report.

Funding History

Meeting Date	Decision
18/03/2016	£90,000 over three years (3x £30,000) towards the salary costs of the f/t post of London Senior Practitioner.
12/09/2000	£46,000 over three years (£23,000; £15,000; £8,000) towards a housing service for homeless LGBT young people.

Background and detail of proposal

In 2015 AKT commissioned a national review which found that LGBT young people are over-represented among the homeless population and at a higher risk of becoming homeless due to suffering familial abuse, violence or rejection because of their gender identity or sexual orientation. Once homeless, they are more likely to experience targeted violence, discrimination and hate crime and they often present with complex needs including poor mental health, sexual exploitation, substance misuse and domestic abuse. When they seek help, limited understanding by housing service providers puts them at greater risk of discrimination and harassment. AKT supports young people through a short-term crisis, or for up to 24 months. The Trust worked with 300 young people in London in 2018 of which 89% felt more positive about their situation following support.

The London Service Manager oversees accommodation placements and, with the support worker, helps young people to develop the skills required to maintain a tenancy. They provide gateways into participation in employment, education and training, and oversee mentor relationships.

Financial Information

AKT has a diverse funder profile and recorded significant non-grant income in 2017/18, particularly corporate giving and event income. Further increases are expected in community and individual giving. The charity is taking steps to ensure sustainability including undertaking a governance review and a scoping exercise to inform decision making about the growth of the organisation. The Trust is holding free reserves at a level above its published policy however, relative to other organisations operating in the homelessness/accommodation field, the actual reserves held are justified and prudent. The policy is due to be reviewed by the board later in the year.

Year end as at 31st March	2018 Signed Accounts £	2019 Draft Accounts £	2020 Forecast £
Income & expenditure:			
Income	1,323,244	1,483,076	1,306,463
- % of Income confirmed as at 18/06/2019	N/A	N/A	60%
Expenditure	(1,105,543)	(1,314,792)	(1,384,797)
Total surplus/(deficit)	217,701	168,284	(78,334)
Split between:			
- Restricted surplus/(deficit)	470	3,401	0
- Unrestricted surplus/(deficit)	217,231	164,883	(78,334)
	217,701	168,284	(78,334)
Cost of Raising Funds	245,683	279,120	295,000
- % of Income	18.6%	18.8%	22.6%
Operating expenditure (unrestricted funds)	820,260	1,069,792	1,184,797
Free unrestricted reserves:			
Free unrestricted reserves held at year end	633,228	798,111	719,777
No of months of operating expenditure	9.3	9.0	7.3
Reserves policy target	368,514	356,597	394,932
No of months of operating expenditure	5.4	4.0	4.0
Free reserves over/(under) target	264,714	441,514	324,845

MEETING: 25/07/2019

Ref: 15300

ASSESSMENT CATEGORY: Bridging Divides - Positive Transitions

British Refugee Council

Adv: Geraldine Page

Base: Newham

Amount requested: £79,193

Benefit: London-wide

Amount recommended: £79,200

The Applicant

The British Refugee Council (BRC) is a leading provider of services for asylum seekers and refugees (AS&R), and a prominent advocate for refugee protection in the UK. Its services address pressing resettlement needs of AS&R, including poverty, housing, mental health, and employment. The charity also offers dedicated help to unaccompanied minors and supports refugee community organisations in building their institutional capacity. BRC runs services in various locations in England, and directly supports an annual average of between 1,300 to 1,500 people in London.

The Application

This application is for two years' continuation funding towards staff costs of its therapeutic support service which you initially funded in 2016 to help AS&R in London in addressing the psychological impact of their traumatic experiences. The grant would meet the costs of delivering at least 12 one-to-one counselling/psychotherapy sessions to 140 individuals.

The Recommendation

BRC is long experienced in providing quality assured counselling and psychotherapy to comprehensively support AS&R with mental health problems in their journey to recovery. BRC are widely considered as an expert on refugee mental health. It delivers training to professionals on the mental health needs of refugees including working in partnership with the South London and Maudsley NHS Foundation Trust to train frontline professionals. Additionally, at the invitation of the Home Office BRC convene the NGO working group for mental health provision for refugees. This is a well-managed service delivered by competent professionals and fits very well with your Positive Transitions programme, funding is recommended:

£79,200 over two further and final years (£39,000 and £40,200) for the costs of a Full-time Psychological Therapist in London.

Funding History

Meeting Date	Decision
21/03/2019	£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.
07/09/2018	£20,000 towards staffing and associated running costs to explore the development of a pan-London forum to enable Refugee Community Organisations to directly influence the bodies whose policies, practices and strategies impact the lives of refugees and asylum seekers.
14/03/2018	£25,000 towards the salary of a Community Co-ordinator to support Refugee Council's engagement with The Way Ahead.
11/05/2017	£50,000 for a salary, associated 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 is subject to a review

	after 6 months.
24/05/2016	£112,000 over three years (£36,200; £37,300; £38,500) towards staffing, running costs and overheads of a counselling service for refugees in London

Background and detail of proposal

Refugees and people seeking asylum can have complex, untreated psychological needs due to past experiences and as result of the practical and psychological stresses of navigating the complex asylum process once in the UK. Many have faced horrific experiences in their home countries, such as torture, war, rape and persecution. BRC service monitoring confirms these trends: last year it supported 93 women through one-to-one therapeutic support, and 55 disclosed sexual abuse, 47 experienced domestic violence, 30 had survived trafficking and 12 survived torture. Upon arrival in the UK, a range of compounding factors place people seeking asylum at a greater disadvantage. They are left to survive alone in an unfamiliar country with a new language, and culture. They may suffer from the loss of family members, concerns about those left behind and severe social isolation. People seeking asylum in the UK without independent financial means are often placed temporarily in Initial Accommodation (IA) centres before being dispersed to other parts of the country. These experiences can have long-lasting negative consequences on individuals' mental and physical health through issues such as depression, anxiety, unwanted pregnancies in the cases of rape, and Post Traumatic Stress Disorder (PTSD).

BRC delivers a specialist therapeutic service in London, which operates from its service delivery hub in Stratford and from Initial Accommodation (IA) in East Dulwich. Co-locating the service in IA offers a unique route to a large number of clients very early during their time in the UK and is a particularly difficult and vulnerable period for many.

Financial Information

BRC's reserves policy is to hold between £2million and £3million in free reserves. From the information in the table below you will see that the level of reserves in 2017-18 were at the upper end of this target. However, in the current financial climate, this is considered prudent. In addition, free reserves are forecast to reduce slightly in 2018-19 and 2019-20. BRC's source of income is primarily a combination of donations, legacies, grants (trusts and statutory) and a small amount of trading activity.

Year end as at 31 March	2018 Audited Accounts £	2019 Forecast £	2020 Budget £
Income & expenditure:			
Income	8,550,000	9,396,245	10,395,353
- % of income confirmed as at 23/11/19		99%	72%
Expenditure	(8,960,000)	(10,291,309)	(11,314,948)
Total surplus/(deficit)	(410,000)	(895,064)	(919,595)
Split between:			
- Restricted surplus/(deficit)	(323,000)	(1,296,873)	(694,595)
- Unrestricted surplus/(deficit)	(197,000)	401,809	(225,000)
- Endowment	110,000	N/A	N/A
	(410,000)	(895,064)	(919,595)
Cost of Raising Funds	1,364,000	1,184,291	1,402,550
- % of income	16.0%	12.6%	13.5%
Operating expenditure (unrestricted funds)	2,361,000	2,562,891	2,896,777
Free unrestricted reserves:			
Free unrestricted reserves held at year end	2,839,000	3,240,809	3,015,809
No of months of operating expenditure	14.4	15.2	12.5
Reserves policy target	2,000,000	2,000,000	2,000,000
No of months of operating expenditure	10.2	9.4	8.3
Free reserves over/(under) target	839,000	1,240,809	1,015,809

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MEETING: 25/07/2019

Ref: 15067

ASSESSMENT CATEGORY: Bridging Divides - Positive Transitions

Centrepont Soho

Adv: Gilly Green

Amount requested: £183,397

Base: Tower Hamlets

Benefit: London-wide

Amount recommended: £107,100

The Applicant

Centrepont is a leading national charity for homeless young people aged 16-25 and provides accommodation and a range of support services to help young people find a settled way of life. It provides supported housing for over 2000 young people each year and support on a range of issues such as health, education, employment and participation to a further 10,000 young people annually. There are over 350 full time staff and an active volunteer base of 200. Whilst the organisation works across several different cities, this application is focused solely on London.

The Application

Centrepont seeks continuation funding for its dual diagnosis programme which provides focused interventions for young people, integrating support work around substance misuse and mental health. Within Centrepont's population, 53% of service users have either a formal mental health diagnosis or report issues with mental health and wellbeing including mild depression, stress and anxiety. Nearly two thirds of those use drugs. The project employs two caseworkers who work to identify young people at risk, offering assessment and brief interventions, helping young people recognise their issues and set goals around reduction or management of substance misuse and management of their mental health. The workers also train and support hostel staff to be more confident about talking to young people about these issues and knowing when to refer on. Over 80% of young people who accessed the service last year reported a positive change in their wellbeing, and 78% a reduction in their substance use. Overall, numbers using the service were lower than anticipated, but learning from the last three years suggests that young people will engage more fully if 'meaningful' activities (such as sports or hobbies) are available to replace substance abuse or manage triggers. Consequently, an increased budget for a young people's activity fund has been included in the bid. This, alongside salaries and on costs of the dual diagnosis workers forms the basis of the application.

The Recommendation

Centrepont has considerable experience of working with homeless young people in London. Your funding over the last three years has enabled it to embed a small dual diagnosis team to bridge the gap between mental health and substance misuse issues and achieve earlier positive interventions with young people. Your officer feels that the original request for two members of staff is inappropriately high and advises a grant at a reduced level in line with one full time equivalent post (which is your usual practice) and on costs as follows:

£107,100 over two years (£52,900, £54,200) towards the salary and on costs of a f/t Dual Diagnosis Worker and a wellbeing activities budget for young people.

Funding History

Meeting Date	Decision
18/03/2016	Social investment proposal to develop a café not supported due to lack of evidence of need or adequate business model.
27/11/2014	£208,400 over three years (£56,000; £76,000; £76,400) towards the salaries of two Dual Diagnostic Practitioners and related costs.

Background and detail of proposal

The approach to date has been successful in engaging young people, especially those hardest to reach. The workers are visible in the hostels and spend time gaining trust, enabling young people to feel confident to share their issues. Learning over the last three years has shown that the innovative approach of working also with the partners of young people where appropriate and a flexibility of appointment times are key to effectiveness. Young people also report that the holistic approach which includes support also with diet, management of finances, education, employment and training is especially welcome, and prevents young people being referred to a plethora of different agencies. Support continues for up to 6 months after young people have moved out, if required.

Financial Information

Centrepoin's key income sources are through donations and legacies totalling £17.4m; and rents and supported housing grants at approximately £15m per annum. Giving from individual donors is a key and growing part of the fundraising strategy and last year the organisation signed up 12,000 new regular givers. At the end of 2017/18 current reserves were slightly below target but the position is forecast to improve over the next two years. Fundraising costs are due to increase to 26% this year, being relatively high but remaining within your acceptable guidelines.

Year end as at 31 MARCH	2018 Audited Accounts £	2019 Forecast £	2020 Budget £
Income & expenditure:			
Income	32,709,000	33,440,134	35,985,000
- % of Income confirmed as at 16 April 2019	n/a	100%	68%
Expenditure	(31,658,000)	(33,064,308)	(36,499,000)
Total surplus/(deficit)	1,051,000	375,826	(514,000)
Split between:			
- Restricted surplus/(deficit)	255,000	77,000	(1,689,000)
- Unrestricted surplus/(deficit)	796,000	298,826	1,175,000
	1,051,000	375,826	(514,000)
Cost of Raising Funds	7,827,000	6,314,849	9,350,000
- % of Income	23.9%	18.9%	26.0%
Operating expenditure (unrestricted funds)	29,114,000	30,064,308	31,710,000
Free unrestricted reserves:			
Free unrestricted reserves held at year end	2,654,000	2,952,826	4,127,826
No of months of operating expenditure	1.1	1.2	1.6
Reserves policy target	2,900,000	2,900,000	2,900,000
No of months of operating expenditure	1.2	1.2	1.1
Free reserves over/(under) target	(246,000)	52,826	1,227,826

MEETING: 25/07/2019

Ref: 15187

ASSESSMENT CATEGORY: Bridging Divides - Positive Transitions

Embrace CVOC (Child Victims of Crime)

Adv: Sandra Jones

Base: Camden

Amount requested: £58,784

Benefit: London-wide

Amount recommended: £48,800

The Applicant

Embrace Child Victims of Crime (ECVOC) is a national charity providing a range of practical and emotional support for young victims. Since it was established in 1994 the organisation has developed a range of practical, emotional and specialist support services for children and their families. In 2017/18 ECVOC supported 2,070 child victims and their families, with the demand for the charity's services increasing year on year. Services provided include information, advice and guidance; practical support in the form of grants, shopping vouchers, family breaks and peer group support; one-to-one counselling for those young people who have been traumatised as a result of life changing serious crime.

The Application

Funding is sought for a further two years' extension of their current CBT grant to provide counselling and support to young people aged 12 to 18 years who are victims of crime. Specifically, the application requests funding for the salary of a London Counselling Service lead (one day per week) and counselling sessions.

The Recommendation

ECVOC's recent three-year grant has been very successful and the service is in increasing demand. All targets have been fully met in the duration of the grant and as such a further two years grant is recommended. The amount recommended is less than that requested. This is because the request included funding towards an additional Lead Therapist which was not in the original application and no justification was given for this additional amount. A grant is advised:

£48,800 over two further and final years (2 x £24,400) towards the salary cost of a London Counselling Service lead (one day per week), 500 counselling sessions per annum and management costs.

Funding History

Meeting Date	Decision
23/09/2015	£68,000 over three years (£22,650; £22,650; £22,700), towards the salary cost of a London Counselling Service lead (one day per week) and 500 counselling sessions per annum.

Background and detail of proposal

The charity commissioned research in 2013 to investigate the future opportunities for ECVOC and two gaps in provision were highlighted; a national counselling service for traumatised young victims of crime to offer specialist support; and the offer of emotional support through a school-based befriending/peer support service for young people. Following on from a counselling pilot project the charity has rolled out this service across the UK. CBT funded this for London which enabled ECVOC to match child victims of crime in London (aged between 12 and 18) with specially

trained counsellors. Up to 10 counselling sessions for 50 child victims of crime were provided per annum over the last three years, with support to young people who have become victim to a wide range of crimes; the majority of which are sexual assault, murder or child cruelty. Almost 50% of referrals related to sexual abuse or assault, with domestic violence accounting for nearly 16% of the organisation's beneficiaries. In 2017/18 the CBT grant enabled ECVOC to support 106 young victims in London across all crime types, with 150+ referrals for 2018/19.

The Counselling Services Clinical lead dedicates one day per week to the project in London alongside the cost of counselling sessions for 50 child victims per year. This member of staff is responsible for developing the local counselling project across London. Working closely with police forces and voluntary support organisations, the role involves screening, recruiting and training a bank of counsellors who are specially trained to deliver counselling to child victims of crime.

Office costs were at a minimal as the CEO worked from home, using the offices of donors and Board members for meetings. In July 2019 the organisation move into premises in Peterborough rent free which will house their local, regional and national offices including training facilities. This is within a building where a range of organisations working with domestic violence, victims of crime are based.

Financial Information

The majority of the organisation's funding currently comes from charitable donations and a sponsored dinner in the City. With the move to offices, there will be the opportunity to increase funding through work with partners, contracts and grants. Although funding for 2018/19 increased, the Board agreed spending to reduce its reserves which were considered too high. Figures for the current year show a surplus. It is anticipated reserves will increase in the current year, which is considered by ECVOC's Board to be prudent whilst they move into premises in case their budget for the full year is not accurate. In 2018 the organisation adopted a policy of holding 6 months free reserves.

Year end as at 31 March	2018 Examined Accounts £	2019 Draft Examined Accounts £	2020 Forecast £
Income & expenditure:			
Income	539,566	636,340	826,000
- % of income confirmed as at 22/02/2019	n/a	n/a	47%
Expenditure	(498,130)	(831,232)	(775,000)
Total surplus/(deficit)	41,436	(194,892)	51,000
Split between:			
- Restricted surplus/(deficit)	23,145	(64,564)	0
- Unrestricted surplus/(deficit)	18,291	(130,328)	51,000
	41,436	(194,892)	51,000
Cost of Raising Funds	105,386	160,597	107,000
- % of income	19.5%	25.2%	13.0%
Unrestricted expenditure	245,505	503,593	474,000
Free unrestricted reserves:			
Free unrestricted reserves held at year end	291,606	161,278	212,278
No of months of unrestricted expenditure	14.3	3.8	5.4
Reserves policy target	122,753	251,797	237,000
No of months of total expenditure	6.0	6.0	6.0
Free reserves over/(under) target	168,854	(90,519)	(24,722)

MEETING: 25/07/2019

Ref: 15161

ASSESSMENT CATEGORY: Bridging Divides - Positive Transitions

Evergreen Play Association Ltd

Adv: Sandra Davidson

Amount requested: £130,000

Base: Hackney

Benefit: Hackney

Amount recommended: £46,200

The Applicant

Evergreen Play Association is an open access, free, supervised adventure playground formed in 1973 and a registered charity. It is situated in just under an acre of land in the tri-ward area of Dalston, Queensbridge and De Beauvoir Square in Hackney, East London. The playground is open all year-round during term times and school holidays offering a range of child centered and child-led activities. The Association is committed to offering stimulating play to all children aged 5-15 (up to 18 for those with a disability) regardless of ethnicity, ability and social economic status. All activities are inclusive and are adapted to suit a child's need where necessary. The adventure playground has a good reputation, considered innovative, offering an exciting environment for children. The Association has a register of over 700 local children.

The Application

This request is for funding to meet the salary costs of the Inclusion Co-Playleader. This role will continue to develop inclusive play for disabled children to meet increasing demand. The postholder will support disabled children on site; work closely with statutory agencies, schools and community groups to raise awareness of this provision; and provide a greater number of disabled children with access to the programme of activities the playground has to offer.

The Recommendation

Evergreen Play Association provides a total and inclusive play programme and is recognised for its good practice. The play environment is child centered, inclusive, accessible and well adapted to meet each child's individual needs. Children enjoy an excellent range of art and craft activities including pottery, painting, sewing and collages. The inclusion project at Evergreen is well-managed, thought out and planned by committed staff, parents, and members. The funding request has been reduced during assessment as the charity was seeking funds towards costs which were unrelated to your priorities (i.e. fundraising) and the recommendation is for two years only as the organisation's sustainability beyond this period is uncertain at this point in time. Funding is advised as follows:

£46,200 over two years (24,000; £22,200). Of this grant £6,000 each year is for the costs of sessional staff to work with disabled young people and the remainder is towards the Play Leader-Inclusion Officer post.

Funding History

Meeting Date	Decision
10/04/2014	Application withdrawn when the organisation realised the proposal did not meet your priorities.

Background and detail of proposal

The organisation offers a wide variety of programmes to provide for children's social intellectual, creative, physical and emotional wellbeing. All activities are selected by the children on site and encourage a celebration of difference. The organisation works with a diverse group of children from various backgrounds and facing many different challenges. All support staff and most play workers are Makaton trained. Two members of staff are qualified to offer British Sign Language. Staff have developed excellent partnerships between parents, other professional and local schools ensuring a collaborative approach to identifying and meeting children's needs, including those with a disability. The staff turnover at the playground is very low and most staff have been employed for many years.

Financial Information

The charity raises about 40% of its income from the local authority, and the rest from charitable trust and foundations. It is conscious of its current and forecast free reserves falling below target. Trustees are working with Accenture – Consultancy Group and East London Business Alliance to bring budgets back to balance through efficiency savings and initiatives to diversify income. To date the organisation has not included the costs of raising funds within their accounts. Your officer has explained this, and they are seeking advice on how best to represent this in the future.

Year end as at 31st March	2018 Examined Accounts £	2019 Forecast £	2020 Budget £
Income & expenditure:			
Income	150,813	147,788	155,760
- % of income confirmed as at 29 May 2019	N/A	N/A	54%
Expenditure	(153,592)	(143,153)	(139,180)
Total surplus/(deficit)	(2,779)	4,635	16,580
Split between:			
- Restricted surplus/(deficit)	(630)	0	(1,289)
- Unrestricted surplus/(deficit)	(2,149)	4,635	17,869
	(2,779)	4,635	16,580
Cost of Raising Funds	0	0	0
- % of income	0.0%	0.0%	0.0%
Operating expenditure (total funds)	153,592	143,153	139,180
Free unrestricted reserves:			
Free unrestricted reserves held at year end	1,368	6,003	23,872
No of months of operating expenditure	0.1	0.5	2.1
Reserves policy target	38,398	24,153	34,795
No of months of operating expenditure	3.0	2.0	3.0
Free reserves over/(under) target	(37,030)	(18,150)	(10,923)

MEETING: 25/07/2019

Ref: 15062

ASSESSMENT CATEGORY: Bridging Divides - Positive Transitions

Islington Mind

Adv: Kate Moralee

Amount requested: £181,175

Base: Islington

Benefit: Islington

Amount recommended: £181,200

The Applicant

Established in 1982, Islington Mind (IM) delivers recovery oriented services through social inclusion, access to mainstream services, Education/Training/Employment opportunities, individual support plans and self-management skills development, alongside community leisure and social activities, enabling service users to live full and enriching lives. IM offers immediate access to integrated recovery pathways as well as access to training, workshops and advice, with the aim of raising mental health awareness and tackling stigma.

The Application

The Trust is asked to support a p/t project co-ordinator, a sessional companion support worker, p/t psychotherapist, clinical supervision, volunteer support costs and other associated costs to deliver the "Freedom from Fear to Love" project providing mental health and wellbeing support for LGBTQ+ Asylum Seekers and Refugees living in London. The project will provide one-to-one support during the seeking of asylum and move-on including companion support to attend key appointments, expert by experience peer support groups and an individual psychotherapy service.

The Recommendation

Islington Mind is well placed to deliver this work as it currently delivers Outcome - a pan-London provision providing support to the most vulnerable groups within the LGBTQ+ community including asylum seekers and refugees, trans individuals, people with learning difficulties and LBT women experiencing domestic violence. Outcome involves service users in the planning and delivery of all services, is beneficiary led with user participation at its heart, including coproducing services. This project builds on established research, was developed in consultation with service users from a small project funded through Awards for All and has benefitted from an intensive development phase funded by National Mind. This project is currently part funded by Lloyd's Bank Foundation until December 2021. This proposal fits well with your Positive Transitions programme, specifically your support for migrants and refugees to access mainstream services and widen participation in the community in which they live priority area and funding is recommended:

£181,200 over 5 years (£27,450; £27,700; £41,750; £42,000; £42,300) for the p/t project coordinator, sessional companion support, psychotherapist and other associated project costs.

Funding History

Meeting Date	Decision
02/05/2018	Withdrawn as the organisation has already secured all funding required for year 1 of the project.

26/11/2015	Application declined as was for very specialised work but was not clear from the application that the organisation had the specialist skills required for delivery or at the scale proposed.
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Background and detail of proposal

IM has experienced a growing number of new referrals from the most vulnerable groups within the LGBTQ+ community such as Trans individuals, LGBTQ+ people from BME communities, and LGBTQ+ asylum seekers and refugees in severe and acute support needs. This demand has increased since the closure of PACE, the only dedicated LGBTQ+ service providing practical support to LGBTQ+ individuals, including a specialist LGBT Advocacy Service, meaning that advocacy support tailored to the needs of LGBTQ+ people has not been available since 2016.

Outcome welcomes 1 or 2 new referrals of LGBTQ+ asylum seekers and refugees in acute need every week. The service receives referrals from Asylum Aid, Migrant Help, The Refugee council, Freedom from Torture, the Refugee Therapy Centre, Hestia (DV and trafficking support agency) and from various solicitors.

Service users shared their issues which include:

- living in fear and having to hide a significant part of one's identity impacting on mental health, self-acceptance, self-esteem and confidence
- imprisonment without trial and near death in prison, rape in prison, rape by neighbours, rape by husband's family, being forced to be part of painful rituals, beating by members of family, beating in prison and near death and children being taken away
- persecution impacting on capacity to trust others
- Post Traumatic Stress Disorder symptoms
- feelings of shame, guilt and experiencing suicidal and self-harming tendencies and thoughts
- screening interviews, substantive interviews and court hearings being overwhelming, daunting and retraumatising
- isolation, rejection and marginalisation making transitioning to settling in the UK difficult
- feeling unsupported, misunderstood, undermined and judged by heterosexuals when seeking legal advice etc.
- being unaware of any appropriate support sensitive to LGBTQ+ issues

Service users requested a combination of emotional and advocacy support in one to one and group settings; help with gathering documents, help with communication with Home Office and solicitors, practical support in accessing housing, benefits and employment, support in attending key appointments, therapy sensitive to LGBTQ+ issues, peer support, opportunities to socialise with other LGBTQ+ people.

The proposed project responds to the needs identified and the solutions proposed with the aim of preserving and strengthening the mental health of LGBTQ+ asylum seekers and refugees whilst supporting them to be better able to settle in the UK and contribute to their communities.

Financial Information

IM has recently secured a large contract for LB Islington, previously four contracts now rolled into one, with IM predicting that expenditure in year 1 of the contract will be higher due in part to implementation of the new contract, TUPE and possible redundancies. The SMT and Trustees have adopted a worst case scenario budget for year 1 of the contract to take into account any exceptional expenditure. However the Trustees are confident of a return to unrestricted surplus in year 2 and beyond,

as the organisation has a history of unrestricted surplus (2018 and 2019) and effective contract management. The organisation has robust mechanisms in place to monitor contract delivery (service and financial), has an Implementation Plan and Steering Group in place with representation from London Borough Islington and Commissioners, and will be able to respond to any deviation from the contract delivery as appropriate.

In addition IM has a funding strategy which includes increasing the amount of income from non-statutory sources by submitting 4 applications to Trusts and Foundations per month. It has recently been successful in securing income from London Catalyst, Santander, Active London and Big Lottery, and has further applications to Trusts and Foundations identified.

Year end as at 31st March	2018 Signed Accounts £	2019 Draft Accounts £	2020 Forecast £
Income & expenditure:			
Income	907,759	1,062,611	1,361,657
- % of Income confirmed as at 30/5/19	N/A	N/A	96%
Expenditure	(855,336)	(1,006,741)	(1,352,884)
Total surplus/(deficit)	52,423	55,870	8,773
Split between:			
- Restricted surplus/(deficit)	11,665	27,696	42,896
- Unrestricted surplus/(deficit)	40,758	28,174	(34,123)
	52,423	55,870	8,773
Cost of Raising Funds	16,913	17,964	18,323
- % of income	1.9%	1.7%	1.3%
Operating expenditure (unrestricted funds)	798,187	811,158	1,124,547
Free unrestricted reserves:			
Free unrestricted reserves held at year end	161,330	189,504	155,381
No of months of operating expenditure	2.4	2.8	1.7
Reserves policy target	427,818	405,579	562,274
No of months of operating expenditure	6.4	6.0	6.0
Free reserves over/(under) target	(266,488)	(216,075)	(406,893)

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MEETING: 25/07/2019

Ref: 15311

ASSESSMENT CATEGORY: Bridging Divides - Positive Transitions

Nafsiyat Intercultural Therapy Centre

Adv: Sara Masters

Base: Islington

Amount requested: £79,500

Benefit: Islington

Amount recommended: £66,000

The Applicant

Nafsiyat Intercultural Therapy Centre (NITC) offers therapy in over 20 languages to people from diverse cultural communities. The charity was established in 1983 to respond to the lack of therapy available to London's diverse communities who were not being served by traditional psychotherapy. It is an accredited member of the UK Council for Psychotherapy (UKCP) and provides psychotherapy and counselling from fully qualified therapists who are also from diverse backgrounds and sensitive to the needs of cultural minority groups. They currently offer intercultural therapy to people living in Camden, Islington, Enfield and Haringey. This therapy is short-term only, but available at no charge and people can self-refer or be referred by their GPs.

The Application

This application is for continuation funding towards its specialised intercultural therapy provision and the role of link worker. The Link Worker was a new addition to the team on receipt of the original CBT funding and includes supporting beneficiaries with non-therapeutic issues and delivering a signposting service. The current postholder, originally from Sudan, has been in post since September 2016 and speaks three languages common to Ethiopia, Eritrea and Sudan, as well as Arabic and English. The role has been a very successful addition to their work and in their most recent monitoring exceeded the target numbers of people helped.

The Recommendation

The creation of the role of Link Worker has added depth and value to Nafsiyat's work and has allowed clients to fully engage with their therapy by helping them navigate often complex legal and statutory requirements that form part of their everyday lives. This funding will also support 60 additional BAMER clients to access language appropriate therapy. The grant advised is less than that requested as some elements sought were outside your priorities (eg fundraising costs):

£66,000 over two further and final years (2 x £33,000) for the costs of a p/t (2 dpw) Community Link Worker; self-employed therapist; and a contribution to overheads.

Funding History

Meeting Date	Decision
24/05/2016	£98,850 over three years (£32,800; £32,950; £33,100) towards therapy provision, the psycho-social holding groups, the part-time (2 d.p.w) Community Link Worker and a contribution to overheads.
27/11/2014	Organisation withdrew the request to re-submit a more focused proposal.
04/09/2013	Application lapsed as information sought was not forthcoming.

Background and detail of proposal

30% of the people that NITC worked with in the last year were refugees, a group who have often experienced significant trauma and are faced with a complex combination of psychological and practical issues. 56% of clients were Turkish, Iranian, Iraqi or Syrian with increased demand for Arabic, one of the languages spoken by the Link Worker. The remainder of the clients are Asian (24%), Black (15%) and White (5%). Psychological health is often affected by unresolved practical issues – such as financial or housing problems, homelessness, legal issues, asylum applications that continually impact on an individual's life. Through the worker's role NITC aims to continue to nurture its relationships with organisations with expertise in housing, education, employment and immigration in its geographical catchment area, which will establish a local referral network. Simple practical issues are addressed directly by the Community Link Worker with more complex issues referred to local agencies for specialised support. NITC proposes to support 100 individuals through this work in the two years of continuation funding. They also hope to increase awareness of and support for Nafsiyat in the local community through this role with 60 connections made with relevant organisations and an increased presence on social media.

Financial Information

Nafsiyat have a pattern of overspending but have built up their reserves in 2018/19 and are set to continue to do so in 2019/20 with a higher level of unrestricted income and an increased surplus. This brings them back in line with and exceeds their reserves policy of 3 months' running costs. They do have a high dependency on statutory income but are thinking about diversification and have recently started a fee-paying service, Nafsiyat Choice, for long or short term therapy, open to all.

Year end as at 31st March	2018 Signed Accounts £	2019 Management Accounts £	2020 Forecast £
Income & expenditure:			
Income	363,144	330,640	366,277
- % of Income confirmed as at June 2019	N/A	N/A	76%
Expenditure	372,329	325,987	325,625
Total surplus/(deficit)	(9,185)	4,653	40,652
Split between:			
- Restricted surplus/(deficit)	10,290	(30,621)	0
- Unrestricted surplus/(deficit)	(19,475)	35,274	40,651
	(9,185)	4,653	40,651
Cost of Raising Funds	22,557	8,111	3,000
- % of Income	6.2%	2.5%	0.8%
Operating expenditure (unrestricted funds)	238,952	162,298	183,075
Free unrestricted reserves:			
Free unrestricted reserves held at year end	11,928	47,202	87,853
No of months of operating expenditure	0.6	3.5	5.8
Reserves policy target	59,738	40,575	45,769
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(47,810)	6,627	42,084

MEETING: 25/07/2019

Ref: 15293

ASSESSMENT CATEGORY: Bridging Divides - Positive Transitions

Prison Advice and Care Trust

Adv: Ciaran Rafferty

Amount requested: £131,711

Base: Southwark

Benefit: London-wide

Amount recommended: £132,000

The Applicant

Prison Advice & Care Trust (PACT), a registered charity, originated in 1963 and grew through a merger with a similar organisation in 2001. Its principal aim is to help prisoners and their families to make a fresh start post incarceration and offers people support at every stage in their journey through the criminal justice system, from the point of sentencing through to resettlement. It is quite unique in its focus on families, ensuring that the children, carers and families of prisoners have access to appropriate advice and support; and in facilitating opportunities for positive contact between prisoners (particularly women) and their families.

The Application

In 2014 you funded PACT's London Women's Resettlement Programme. This was a 2-year grant but, soon after its commencement, the Government decided to close Holloway women's prison where the project was centred. Although this initially caused considerable disruption to the project it was eventually able to continue following the eventual relocation of the women to prisons outside London. This request is to continue that programme for a further three years. It is vital work aimed at ensuring the continuation of key relationships within families and the community so that, on release, the women will be better able to transition to "ordinary" life.

The Recommendation

The early work had significant success and supported 147 women prisoners to build a better life for themselves on release. Women from London are now dispersed across HMPs East Sutton Park, Downview and Bronzefield which makes the task of rebuilding their lives on return all the harder due to the difficulties in their maintaining positive relationships with their children and families whilst incarcerated. In this application the annual sum requested is higher in year 2 than in the others as it includes a contribution to independent evaluation, which will greatly help this approach to be adopted elsewhere and, hopefully, to be supported by commissioning. A grant is recommended:

£132,000 over three years (£41,000; £49,000; £42,000) towards the salaries, operation and evaluation costs of the London Women's Resettlement Project.

Funding History

Meeting Date	Decision
15/05/2014	PROJECT DESCRIPTION £142,000 over two years (£67,000; £75,000) for the salary of a f/t Programme Manager; a p/t (2.5dpw) Volunteer Co-ordinator; and the running costs and independent evaluation of the London Women's Resettlement Programme.
18/04/2013	Application withdrawn.

Background and detail of proposal

This project will give women prisoners from London the best possible chance to rebuild their lives and to move on from offending through enabling and supporting the stability of the families involved; helping to repair relationships with partners, children and extended family; to access benefits they are entitled to; to access training or education; and to seek help with mental health issues and/or addiction issues where relevant. The need for this type of support was made evident in the report by Baroness Corston in 2007. Almost 50% of female prisoners are re-convicted within one year of release; more than 50% report issues with alcohol or drugs; only 5% of children whose mother is imprisoned stay in the family home; whilst 6 in 10 boys with a parent in prison go on to offend. Her report stated that the effects of maternal imprisonment on children "are nothing short of catastrophic".

The project, should you award a grant, will support 56 women per year across the three prisons mentioned above. PACT has been working in and with prisons for many years and has excellent relationships with the authorities and individuals. It also works in solidarity with Women in Prison, whom you funded recently with a large strategic grant aimed at those women with complex needs, so this project will complement that work and not duplicate it, even though there is a dearth of resettlement support for women prisoners in London.

Financial Information

Income increased in the 2018/19 period due to an increase in trust applications and contracts with prisons and community rehabilitation companies. The deficit forecast in the current 2019/20 financial year is largely a result of the expenditure of restricted funds awarded in prior years.

Year end as at 31 March	2018 Audited Accounts	2019 Draft Accounts	2020 Budget
Income & expenditure:			
Income	6,046,000	7,277,000	6,780,000
- % of Income confirmed as at 18 June 2019		100%	98%
Expenditure	(5,777,000)	(6,758,000)	(7,401,000)
Total surplus/(deficit)	269,000	519,000	(621,000)
Split between:			
- Restricted surplus/(deficit)	322,000	548,000	(751,000)
- Unrestricted surplus/(deficit)	(53,000)	(29,000)	130,000
	269,000	519,000	(621,000)
Cost of Raising Funds	106,000	113,000	119,000
- % of income	1.8%	1.6%	1.8%
Operating expenditure (unrestricted funds)	5,063,000	6,254,000	6,578,000
Free unrestricted reserves:			
Free unrestricted reserves held at year end	430,000	401,000	531,000
No of months of operating expenditure	1.0	0.8	1.0
Reserves policy target	588,000	730,000	767,433
No of months of operating expenditure	1.4	1.4	1.4
Free reserves over/(under) target	(158,000)	(329,000)	(236,433)

MEETING 25/07/2019

Ref: 15167

ASSESSMENT CATEGORY: Bridging Divides - Positive Transitions

Shpresa Programme

Adv: Samantha Grimmatt-Batt

Amount requested: £51,961

Base: Newham

Amount recommended: £52,000

Benefit: Newham, Barking, Redbridge and Enfield.

The Applicant

Shpresa Programme (known as Shpresa) is a registered charity which works with the Albanian-speaking community. It was established in 2003 to address the needs of people from Albania, Kosova and Macedonia who had fled persecution, claimed asylum and, as a new community, faced barriers to settling and integrating.

Today Shpresa offers a broad range of services to enable its service users to play a positive and active role in the communities in which they now live, with a focus on women, children and young people. Last year it supported over 200 women who were survivors of domestic violence and trafficking, had mental health needs, or were otherwise vulnerable. The charity has developed strong cross sectoral partnerships, including with Newham Adult Learning Services, and receives referrals from the Refugee Council, Hestia, Women's Aid, social services, and various solicitors, in addition to self-referrals. Shpresa fully facilitates participation, accompanying service users to appointments and placing Albanian speaking workers within already established services.

The Application

Albanian-speaking women often experience barriers to education due to cultural restrictions, gender inequality, lack of childcare, and illiteracy. Some face domestic violence and/or are prevented from accessing mainstream services, especially if the service is mixed gender. Shpresa is seeking a continuation grant of two years' funding to meet the cost of providing English for Speakers of Other Languages (ESOL) classes to engage and support Albanian-speaking women, which it is qualified to deliver at entry level 1 and 2.

The Recommendation

Shpresa is an established and trusted organisation within the community and is well placed to provide this service. The charity has reported well on the initial grant. This work continues to be a good fit for your Positive Transitions priority and a grant is recommended:

£52,000 over two further and final years (2 x £26,000, £26,000) for the salary of a part-time (21 hpw) Development Worker plus project running costs, to provide ESOL classes for isolated and vulnerable Albanian-speaking women.

Funding History

Meeting Date	Decision
26/11/2015	£71,200 for the employment of a part-time (21 hpw) Development Worker & running costs to provide ESOL classes.
02/07/2009	£105,000 over 3 years towards a support programme for Albanian-speaking refugee women experiencing trauma.
14/02/2008	Declined as not sufficiently targeted.

Background and detail of proposal

The project will run for 40 weeks pa, with 40 women, delivering two classes per week in Newham, Barking, Redbridge and Enfield. Women accessing these services are often vulnerable and lacking in confidence so traveling too far away from home is a barrier to accessing services. These local sessions are therefore vital. The service will include a creche and internal referrals for support with education, training, volunteering and other services.

Financial Information

Reserves are increasing year on year but are predicted to reduce, in terms of number of months of operating expenditure, in 2020. The charity is aware of the need to maintain sufficient reserves and will continue to build them to 6 months of committed expenditure, as per their published policy. This is prudent given the reliance on restricted funds. Although the charity is strongly reliant on restricted income, this represents grants from a diverse range of funders. It also supplements its income by providing consultancy services.

The draft accounts for 2019 show a deficit on restricted funds of £91,670 which was covered by funds brought forward on 1st April 2018. The cost of raising funds was not reported in the 2018 accounts but will be accounted for in subsequent published accounts (2019 and 2020 amounts relate to the use of a fundraising consultant and 1 day per week of the CEO's time).

Year end as at 31 March	2018 Audited accounts £	2019 Draft Accounts £	2020 Budget £
Income & expenditure:			
Income	428,400	295,741	481,992
- % of income confirmed as at 23/05/2019		100%	61%
Expenditure	(417,114)	(362,343)	(479,840)
Total surplus/(deficit)	11,286	(66,602)	2,152
Split between:			
- Restricted surplus/(deficit)	(23,786)	(91,670)	0
- Unrestricted surplus/(deficit)	35,072	25,068	2,152
	11,286	(66,602)	2,152
Cost of Raising Funds	0	5,981	12,673
- % of Income	0.0%	2.0%	2.6%
Operating expenditure (all funds)	417,114	362,343	479,840
Free unrestricted reserves:			
Free unrestricted reserves held at year end	138,360	163,428	165,580
No of months of operating expenditure	4.0	5.4	5.5
Reserves policy target	104,279	181,171	239,991
No of months of operating expenditure	3.0	6.0	6.0
Free reserves over/(under) target	34,081	(17,743)	(74,411)

MEETING: 25/07/2019

Ref: 15295

ASSESSMENT CATEGORY: Bridging Divides - Positive Transitions

St Clement and St James Community Development Project

Adv: Sara Masters

Amount requested: £95,110

**Base: Kensington & Chelsea
Benefit: Kensington & Chelsea**

Amount recommended: £95,000

The Applicant

St Clement and St James Community Development Project (ClementJames) in North Kensington exists to support the local community to realise its potential. It was established by the Parochial Church Council in 1981 in an area characterised by the close proximity of extreme wealth and disadvantage. The charity operates four distinct strands of work: Children and Young People's Education which offers academic support, mentoring and aspirational activities; Employment Support which helps people gain meaningful and sustainable employment through personalised advice and support, mentoring and work skills; Adult Learning to improve English, Maths and ICT skills through a wide range of Functional Skills courses, intensive Literacy & Numeracy support as well as their ESOL work which is the focus of this application; and Wellbeing and Support which offers a range of services, including advice and guidance.

The Application

The application is continuation funding for their original 'Communicate' ESOL programme awarded in 2016 (now part of Adult Learning). It is to support the original role of Adult Learning Manager as well as a part-time Adult Learning Tutor. This application is for a higher amount than the original award as aspects of the previous application sat outside the 'Investing in Londoners' strategy whereas the work now sits fully within 'Bridging Divides'. Therefore, the full requested amount is recommended.

The Recommendation

ClementJames is a charity with an impressive track record and strong reputation. It was awarded Charity of the Year in 2014 at the Charity Times Award and was shortlisted again in 2015 and 2016. Its work is in demand and achieves significant results with 98% of eligible Adult Learners attaining external accreditation in their exams in 2017/18. All ClementJames tutors have received either a 'good' or 'outstanding' in teaching and learning observations and adult learning provision in the Royal Borough of Kensington and Chelsea (of which ClementJames is part) was awarded 'good' at the last Ofsted inspection in April 2018. At a CBT learning visit in October 2018 it was found that the organisation had achieved or exceeded all its project outcomes.

£95,000 over two further and final years (£47,000; £48,000) towards the salary costs of the Adult Learning Manager and Adult Learning tutor for an ESOL programme for Beginners to Level 2.

Funding History

Meeting Date	Decision
20/09/2017	£10,000 towards the costs of the Carnival Arts programme with young people (Grenfell Funders' Coalition).
24/05/2016	£94,500 over three years (£30,000; £31,500; £33,000) towards the salary of the full-time Adult Learning Manager and a contribution to project on-costs.
10/09/2009	£96,000 over three years (£32,000; £32,000; £32,000) towards the costs of English language classes.

Background and detail of proposal

Kensington & Chelsea is one of the most densely populated areas in the country and income inequality is higher here than any other London borough. The majority of learners come from housing estates that sit within a one-mile radius of the centre. These sit across four wards (Notting Dale, Golborne, Dalgarno and St Helen's) which are in the 10% most deprived in England. Many local residents suffer from inadequate or overcrowded housing, poor health, social isolation and low-income. Over 6,800 residents across the North Kensington area have no qualifications, severely limiting the employment opportunities available to them. 76% of people who participated in the adult learning in 2017/18 were BAME compared to 42% of the population of the surrounding wards. It is proposed that 100 students per year will achieve ESOL accreditation with CBT funding, 90% of whom will progress to higher-level ESOL courses; training or progress into employment.

Financial Information

Budgeting in 2018/19 assumes a complete match between income and expenditure but 94% of income has been raised making this a reasonable assumption. Free reserves held are broadly in line with the reserves policy. This is strengthened by the fact they have a highly experienced management team. The charity played a leading role in the immediate and ongoing support for the people affected by the Grenfell fire.

Year end as at 31st August	2018 Signed Accounts £	2019 Management Accounts £	2020 Forecast £
Income & expenditure:			
Income	1,172,800	1,039,762	1,268,144
- % of Income confirmed as at June 2019	N/A	94%	54%
Expenditure	1,098,672	1,039,762	1,138,894
Total surplus/(deficit)	74,128	0	129,250
Split between:			
- Restricted surplus/(deficit)	0	0	119,250
- Unrestricted surplus/(deficit)	74,128	0	10,000
	74,128	0	129,250
Cost of Raising Funds	36,244	36,968	37,707
- % of Income	3.1%	3.6%	3.0%
Operating expenditure	1,098,672	1,039,762	1,138,894
Free unrestricted reserves:			
Free unrestricted reserves held at year end	517,591	517,591	527,591
No of months of operating expenditure	5.7	6.0	5.6
Reserves policy target	549,336	519,881	569,447
No of months of operating expenditure	6.0	6.0	6.0
Free reserves over/(under) target	(31,745)	(2,290)	(41,856)

MEETING: 25/07/2019

Ref: 15083

ASSESSMENT CATEGORY: Bridging Divides - Positive Transitions

Sycamore Trust U.K.

Adv: Gilly Green

Amount requested: £102,993

Base: Barking & Dagenham

**Benefit: Barking & Dagenham,
Havering, Redbridge**

Amount recommended: £90,000

The Applicant

The charity was founded in 1995 as Parents of Autistic Children Together (PACT). In 2011 it merged with Barking & Dagenham Mencap to become Sycamore Trust UK. The charity provides services for people with Autistic Spectrum disorders, learning difficulties and their families through the provision of advice, support, information and educational activities, aiding them towards active lifestyles, reaching potential and social integration.

The Application

The Sycamore Trust seeks continuation funding towards a 'Family Services Coordinator' to support families in Barking & Dagenham, Havering and Redbridge who have had a child recently diagnosed with Autism. Over the last three years with your funding, the Coordinator has supported a total of 180 families - many through the initial stages of diagnosis, providing information, advice and support. The service also works with existing families providing ongoing support and advice; runs peer support groups and provides a crisis intervention service when necessary. The programme builds the resilience and capabilities of parents and carers to ensure the best outcomes for their children. Work to advance the understanding of autism locally with professionals and in the community is carried out by people with autism who have been trained as autism ambassadors.

The Recommendation

The Sycamore Trust is an established and respected organisation with over 25 years' experience providing services and support for people with Autism and their families. Through an empowerment model, the programme meets the outcomes of your programme by helping parents and carers to become more resilient, more independent and have more choice and control over the critical decisions that affect children's lives. The grant advised is less than that requested to be more in line with the level of funding of the previous award (which is your usual approach). The organisation confirms any balance required will be met from reserves, which are healthy. A grant is recommended:

£90,000 over two years (£45,000; £45,000) for a full time Family Services Coordinator and related overheads.

Funding History

Meeting Date	Decision
24/05/2016	£112,100 over three years (£36,600; £37,400; £38,100) for a full time Family Services Coordinator and related overheads.

Ref: 22103548

Background and detail of proposal

In 2018, 67% of families worked with used the service for the first time, indicating continuing commitment by the organisation to seek out families with newly diagnosed children. This programme offers a complete service for parents, carers and their children providing initial support, training, advice and focus groups, volunteering opportunities, and training sessions to allow families to build support networks. Common issues addressed include behavioural support; school development; and puberty. The service also carries out financial health checks and ensures families are in receipt of any benefits they are entitled to. ST is well established in the area and reaches families reflective of the local populations in each borough, including BME and other minority groups. A significant majority of children they work with are boys (86%), reflecting current trends in diagnosis, though ST has started a young women's group which has been well received.

Financial Information

Income and expenditure have risen consistently over the last three years as Sycamore Trust has won further contracts and a £100,000 donation for an employment project over two years (which has now finished). The organisation has a healthy level of free reserves and most contracts and grants run for at least the next two years. In theory, ST could pay for this work itself. However, the long-term picture is less certain as fears grow around the de-commissioning of services for this user group locally, combined with increasing demand. In response Trustees have instigated a comprehensive review of the model of support. The new business plan focuses on increasing earned income, charging for some services (where it would not deter users) and receiving a greater proportion of funds from trusts and foundations. Funding this post as advised would allow the charity's fundraising efforts to be focused on longer term organisational stability rather than short term delivery posts.

Year end as at 31 MARCH	2018 Examined Accounts	2019 Forecast	2020 Budget
Income & expenditure:			
Income	480,848	528,913	581,230
- % of income confirmed as at 22 May 2019	n/a	100%	66%
Expenditure	(462,277)	(501,971)	(572,857)
Total surplus/(deficit)	18,569	26,942	8,373
Split between:			
- Restricted surplus/(deficit)	(18,739)	(23,138)	(6,892)
- Unrestricted surplus/(deficit)	37,308	50,080	15,265
	18,569	26,942	8,373
Cost of Raising Funds	0	5,313	7,500
- % of Income	0.0%	1.0%	1.3%
Operating expenditure (unrestricted funds)	314,544	229,024	241,338
Free unrestricted reserves:			
Free unrestricted reserves held at year end	219,870	269,950	285,215
No of months of operating expenditure	8.4	14.1	14.2
Reserves policy target	157,064	114,532	120,669
No of months of operating expenditure	6.0	6.0	6.0
Free reserves over/(under) target	62,806	155,418	164,546

MEETING: 25/07/2019

Ref: 15084

ASSESSMENT CATEGORY: Bridging Divides - Positive Transitions

Trailblazers Mentoring Ltd

Adv: Samantha Grimmatt-Batt

Base: Wandsworth

Amount requested: £71,000

Benefit: London-wide

Amount recommended: £71,000

The Applicant

Established in 1998, Trailblazers Mentoring Ltd (Trailblazers) delivers through-the-gate mentoring for young male offenders aged 18-25. It aims to support young men and reduce recidivism rates by providing high quality structured programmes in several young offender institutions and prisons (HMYOs and HMPs), and in the community.

The Application

Trailblazers seeks continuation funding for two further years of its work with young offenders released from HMP Wandsworth and HMYOI ISIS as well as Londoners who have served time in HMYOs Aylesbury and Brinsford. The funded activities will include specialist support, advice, and advocacy to help those preparing for release to address the underlying reasons behind their offending history. Support continues after release for up to a year.

The Recommendation

In 2018 the re-offending rate for young people working with a Trailblazers mentor was 18%, a third of the national average of 58%, and the organisation has consistently delivered similar results. Its work has been independently evaluated by the Third Sector Research Centre in 2015 and found to be effective. The charity has refined its outcome targets to build on the work already delivered.

Following the award of your previous grant, Trailblazers struggled financially and recorded a deficit for 3 consecutive years. This was addressed and the organisation is now more financially secure. All service delivery covered by your grant during this period was completed and good monitoring reports were received. Your officer has discussed the financial strategy, and steps taken to stabilise, with the charity and is satisfied that appropriate action has been taken. Funding is advised:

£71,000 over two further and final years (£35,000; £36,000) for the costs of Trailblazers' work in HMPs Wandsworth and ISIS, as well as with Londoners released by Aylesbury and Brinsford YOIs. The funding includes the costs of 0.5 FTE of the Project Manager(s). The grant is conditional upon receipt of the five-year organisational strategy.

Funding History

Meeting Date	Decision
23/09/2015	£99,000 over three years for the costs of work at HMPs Wandsworth and ISIS, as well as with Londoners released by HMPs Aylesbury and Rochester.
27/11/2014	Application withdrawn and later re-submitted.

Background and detail of proposal

Prisoners can self-refer to the service and the charity also receives referrals from prison officers, drug and alcohol services, chaplaincy, and other inmates. Mentoring is provided primarily by trained volunteers, with the support of a small staff team. The programme broadly follows a work-book format, but support is tailored, depending on the individual's intended outcomes. Work begins prior to release and involves weekly one-hour meetings covering issues such as personal finance and building relationships. This lays a solid foundation for post-release community work whereby mentors maintain weekly contact for two to three months and continue with less frequent contact for another nine to twelve months.

Financial Information

Despite some financial turbulence in recent years, the charity has stabilised, following the appointment of a new CEO and board of trustees in 2016/2017. The new management oversaw a refocusing of service delivery back to the core offer of mentoring only, as well as a restructuring which included the closure of two services (not impacting your grant) and redundancy of 4 staff. This accounted for the drop-in income and expenditure in 2018. Both income and expenditure subsequently increased, with surpluses being produced in 2017, 2018 and 2019.

A five-year strategy is being developed, which includes investment in marketing and PR to increase income. Corporate income will also increase, via new relationships with identified construction firms. If you approve a grant, the initial payment will be made contingent on the Trust receiving a copy of this strategy. The cost of raising funds was not disclosed in the 2018 accounts but will be disclosed from 2019.

Year end as at 31st December	2017 Signed Accounts £	2018 Draft Accounts £	2019 Budget £
Income & expenditure:			
Income	322,744	271,175	345,373
- % of income confirmed as at 28/05/2019	N/A	N/A	87%
Expenditure	(297,951)	(248,939)	(341,065)
Total surplus/(deficit)	24,793	22,236	4,308
Split between:			
- Restricted surplus/(deficit)	5,771	17,149	(1,355)
- Unrestricted surplus/(deficit)	19,022	5,087	5,663
	24,793	22,236	4,308
Cost of Raising Funds	1,154	0	18,000
- % of income	0.4%	0.0%	5.2%
Operating expenditure (unrestricted)	131,689	84,964	161,318
Free unrestricted reserves:			
Free unrestricted reserves held at year end	25,800	30,887	36,550
No of months of operating expenditure	2.4	4.4	2.7
Reserves policy target	43,896	28,321	53,773
No of months of operating expenditure	4.0	4.0	4.0
Free reserves over/(under) target	(18,096)	2,566	(17,223)

MEETING: 25/07/2019

Ref: 15072

ASSESSMENT CATEGORY: Bridging Divides - Positive Transitions

Waterloo Community Counselling

Adv: Lily Brandhorst

Base: Lambeth

Benefit: London-wide

Amount requested: £70,000

(Revised request amount: £80,000)

Amount recommended: £80,000

The Applicant

Established 20 years ago, Waterloo Community Counselling (WCC) is a registered charity. It provides counselling to the public on a sliding price scale, improving access for clients on low incomes. In 2004, noting that people with limited English language skills and/or no recourse to public funds struggle to access mental health support, it established a 'multi-ethnic counselling service' (MECS). MECS provides mother tongue counselling to refugees and asylum seekers and today accounts for a large proportion of WCC's work. 70% of referrals to WCC come from GPs and statutory mental health services, with the remainder from voluntary sector organisations. Self-referrals also occur. A standard support package involves up to 18 weeks of one-to-one or group therapy. Most service delivery takes place at WCC's Lambeth base, with some in Brent.

The Application

WCC seeks two further years of funding towards MECS. Funding would cover part of the costs of WCC's Project Manager (a qualified counsellor) and Project Administrator and the time of several freelance therapists. Funding will enable WCC to support at least 190 clients via one-to-one counselling and group work. In addition, a contribution towards core costs will help with WCC's ancillary services such as travel costs for clients. The charity expects 70% of the clients it supports to experience significant improvements in their mental health.

The Recommendation

Waterloo Community Counselling has performed very well throughout the three-year grant which has just ended, exceeding its original targets. The project is a good match for the Positive Transitions theme, supporting refugees and asylum seekers to overcome some of the barriers to support and participation that confront them and is well-regarded by statutory and voluntary sector providers working with similar groups. MECS continues to be the only service in London to provide mother tongue counselling to refugees and asylum seekers in virtually any language. Following discussion with your officer a revised request was submitted to include a contribution to core costs to support greater sustainability by ensuring the charity does not have to subsidise the project from its reserves. A grant is recommended:

£80,000 for two further and final years (2 x £40,000) comprising £20,000 p/a towards the Project Manager and Administrators' salaries, £12,000 p/a towards sessional Counsellors' fees and a contribution of £8,000 p/a for client travel and other core costs.

Funding History

Meeting Date	Decision
26/11/2015	£102,000 over three years (£33,000; £34,000; £35,000) for the costs of Waterloo Community Counselling's Project Manager and freelance fees for counsellors working with refugees and asylum seekers experiencing trauma, grief or loss.
19/02/2009	£102,000 over three years (£33,000; £34,000; £35,000) towards the project management salary & freelance fees of the Multi-Ethnic Counselling Service focused on trauma for refugees/asylum seekers.

Background and detail of proposal

The majority of MECs clients seen by WCC display significant trauma, anxiety and depression. Fleeing conflict and persecution, they have abandoned their homes, made dangerous journeys and, once arrived in the UK, face lengthy uncertainty regarding their immigration status. Unpicking complex psychological issues requires a relationship of trust between the client and therapist, in which the client is confident articulating their thoughts and feelings. That is why providing counselling in the mother tongue is so crucial and covers more than 27 different languages. If an experienced counsellor who speaks the language required cannot be found, an interpreter is provided. Clients are isolated and the service offers space to talk which helps people stabilise, moving from what is frequently an acute suicidal mindset to a more optimistic outlook. The provision of travel costs and childcare for clients is essential for many to be able to attend.

In addition WCC provides groups offering therapeutic activities, including yoga for Tamil speakers and a crafts club run by a woman who is herself a refugee. This decreases clients' isolation. WCC also makes referrals to established partners offering advice including refugee and asylum support, volunteering and training.

Whilst the local Clinical Commissioning Group supports WCC's work with clients who are eligible for statutory services, City Bridge Trust is asked to assist with those refugees and asylum seekers who have no recourse to public funds.

Financial Information

In the past two years WCC has faced extremely high demand for the MECS service; difficulty recruiting an appropriately skilled Fundraiser; and a 100% rent increase. This led to deficits in 2018 and 2019. Robust free reserves allowed the organisation to weather these difficulties in 2018 and 2019 and to cover the deficits on restricted funds. With a Fundraiser in place and 75% of 2020 projected income secured by quarter 1, WCC expects to end the year in surplus. It will moderate the overall number of counselling sessions offered according to income secured.

Year end as at 31st March	2018 Signed Accounts £	2019 Draft Accounts £	2020 Forecast £
Income & expenditure:			
Income	431,863	414,915	400,834
- % of income confirmed as at 14/6/19	N/A	N/A	79%
Expenditure	(452,717)	(485,403)	(363,559)
Total surplus/(deficit)	(20,854)	(70,488)	37,275
Split between:			
- Restricted surplus/(deficit)	(8,895)	(43,274)	485
- Unrestricted surplus/(deficit)	(11,959)	(27,214)	36,790
	(20,854)	(70,488)	37,275
Cost of Raising Funds	16,174	26,100	8,800
- % of income	3.7%	6.3%	2.2%
Operating expenditure (unrestricted funds)	131,700	180,111	135,719
Free unrestricted reserves:			
Free unrestricted reserves held at year end	104,992	34,504	71,294
No of months of operating expenditure	9.6	2.3	6.3
Reserves policy target	65,850	90,056	67,860
No of months of operating expenditure	6.0	6.0	6.0
Free reserves over/(under) target	39,142	(55,552)	3,435

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Committee	Dated:
City Bridge Trust	25 th July 2019
Subject: Strategic Initiative – London Legal Support Trust Ref: 15328	Public
Report of: Chief Grants Officer	For Decision
Report author: Sandra Jones, Funding Manager	

Summary

As members will recollect, at the November 2018 meeting, the need for supporting the establishment of a London-wide Forum for legal advice agencies was identified.

The London Legal Support Trust (LLST), is a specialist and unique charity that provides expertise to build the capacity of local voluntary sector legal advice agencies. They are very well placed to manage and facilitate a London-wide specialist Advice Forum. The London Specialist Advice Forum (the Forum) will be a very practical and hands-on platform to discuss, mainly, emerging issues from across the sector and look for solutions collectively to some of these emerging issues. LLST has excellent connections with the city law firms and other funders that can help to resolve some of these practical issues and disseminate the lessons learnt to wider advice agencies. The Forum will have multiple aims: a) It will be a platform to identify common issues and to collectively look for solutions; b) to share learning and good practice to increase effectiveness and overcome the common obstacles that the providers face; c) to be a platform to provide peer support and mentoring opportunities across the sector; d) to collect and share the common issues and lessons learnt to funders and other decision makers to influence wider decision making and policy work.

Recommendation

Members are asked to agree:

- ***£345,000 over five years (£69,000 per annum) to the London Legal Support Trust to cover the cost of a f/t Development Officer plus senior officer support from the CEO and Head of Funding and associated project costs of establishing, developing and maintaining the London Specialist Advice Forum.***

Main Report

Background

1. LLST, established in 2003, works to assist voluntary sector legal advice agencies and law centres in London and the Home Counties by providing them with a range of support including grant funding (raised through the annual London Legal Walk). LLST is part of a network of seven Legal Support Trusts across Wales and England working with the Access to Justice Foundation to support pro bono and advice agencies. The charity has four core strands of work in support of free legal advice services in London which are raising funds to distribute as grants; working collaboratively with others to raise funds for the free legal advice sector; supporting the improved management and infrastructure of the sector through the Centres of Excellence programme; and helping reduce costs and save money through pro bono or discounted schemes.
2. After the November 2018 meeting where Members identified the need to support networking, co-ordinating and sharing good practice amongst legal advice agencies, your officers met with the LLST and London Legal Education Foundation to explore how to best develop this support. Subsequently LLST held a series of consultation meetings with a range of specialist legal advice providers and undertook a survey on how best to support the sector. From this the following proposal was submitted.

Proposal

3. This initiative aims to support the specialist advice providers to become more sustainable and continue providing access to justice to the most vulnerable sections of our communities by bringing solutions to the issues that may threaten the viability of specialist advice providers. This will contribute towards London becoming a city that works for everyone, a mission that is identified in your Bridging Divides Strategy.
4. This forum will be a platform to discuss and identify early action approaches to the deep rooted problems including inequality and lack of diversity within the legal sector; lack of legal aid lawyers; and mental and physical restraints on the front line staff. The forum will look into impact reporting and make recommendations in ways to demonstrate the impact of the service provision.
5. The objectives of the forum will include:
 - To act as a platform for specialist legal advice providers in London, to share learning and good practice
 - To respond to emerging issues coming from front line service provision, particularly from our Centres of Excellence (COEx) programme, by discussing potential solutions and gathering support from a range of funders to support these solutions
 - To bring in more resources by way of working in partnerships and to avoid duplication to ensure long term sustainability of the sector

- To use the learning and the issues emerging from the sector in influencing the decision making both among the funders and policy makers.
- To develop potential mentoring and peer support programmes in discussion with the senior managers of the advice providers to provide more support to the senior managers and front line staff.

6. Outcomes

- Improved efficiency by sharing good practice and learning coming directly from the front line service and minimising cost
- Improved ability and capacity to intervene timely to overcome emerging obstacles that may affect long term sustainability of the specialist advice providers
- Increased ability to maintain best legal knowledge by sharing good practice and learning
- Improved knowledge of emerging issues and good practice that will help in decision making
- Increased peer support and resources for senior management

7. Budget costs of the project per annum is:

London Legal Support Trust - London Specialist Advice - Annual Budget				
Total Project Cost			Requested from City Bridge	
Budget Item	Cost	Comments	Cost	Comment
Salary (Development Officer)	38,677.00	Development officer - 38,667 (f/t)	38,677.00	Development officer - 38,667 (f/t)
Salaries (CEO and HoF)	28,761.00	CEO - 2 days/month, HoF - 4 days / month	16,800.00	
Meetings (refreshments)	720.00	4 network meetings a year @ £120 per meeting including refreshments and travel cost ((6+4)*£120) On average £50 refreshments and £70 travel cost	720.00	6 progression partner meetings and 4 network meetings a year @ £120 per meeting including refreshments and travel cost ((6+4)*£120) On average £50 refreshments and £70 travel cost
Volunteers	600.00	2 volunteers a week, doing one day a week each for 30 weeks a year @£10/per day for travel and lunch (2*£10*30)	600.00	2 volunteers a week, doing one day a week each for 20 weeks a year @£10/per day for travel and lunch (2*£10*20)
Sharing good practice, summarising policies, presentation at the network meetings by network members	12,000.00	Expenses to those partners supporting the Forum and sharing good practice	12,000.00	
Contribution to core cost (audit, finance, governance)	450.00	2.24 % of overall overall cost	215.00	LLST will contribute £235
Publicity	500.00	Cost of developing and procuding a leaflet in the first year and depending on the progression partners' meeting, developing further publicity material for year 2 and 3	250.00	Cost of developing and procuding a leaflet in the first year and depending on the progression partners' meeting, developing further publicity material for year 2 and 3 - LLST to match half a year within its publicity budget
Total cost	81,708.00		69,262.00	

Financial Information

8. LLST's free reserve target is derived from operational expenditure, on the basis that a large amount of the budget relates to the grants that they award to legal advice organisations that are part of their Centres of Excellence. The target is to hold funds equivalent to 6 months of their operational costs.

9. The charity has not asked for any uplift on salaries or other associated costs as they are confident that they would be able to absorb any further costs incurred.

Year end as at 31 December	2017 Audited Accounts £	2018 Audited Accounts £	2019 Forecast £
Income & expenditure:			
Income	1,167,000	1,231,484	1,113,700
- % of income confirmed as at 20/01/2019	n/a	n/a	78%
Expenditure	(1,237,181)	(1,181,037)	(1,113,300)
Total surplus/(deficit)	(70,181)	50,447	400
Split between:			
- Restricted surplus/(deficit)	37,500	0	-
- Unrestricted surplus/(deficit)	(107,681)	50,447	400
	(70,181)	50,447	400
Cost of Raising Funds	204,452	212,893	177,599
- % of income	17.5%	17.3%	15.9%
Operating expenditure (non-grant expenditure)	309,671	317,626	327,800
Free unrestricted reserves:			
Free unrestricted reserves held at year end	137,720	188,167	188,567
No of months of total expenditure	5.3	7.1	6.9
Reserves policy target	154,836	158,813	163,900
No of months of total expenditure	6.0	6.0	6.0
Free reserves over/(under) target	(17,116)	29,354	24,667

Conclusion

10. LLST has successfully delivered the previous grant awarded by CBT for their Centres of Excellence since launch in 2014. They have an extremely good track record and investment in this strategic initiative will help strengthen and improve the legal advice sector.

Appendix

Appendix A – Summary Assessment of Strategic Initiative

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

FILTERS	
<i>Will The pro-active grant:</i>	
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

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

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

Committee	Dated:
City Bridge Trust	25 th July 2019
Subject: Strategic Initiative: Participatory City Foundation (Ref: 15362)	Public
Report of: Chief Grants Officer and Director of City Bridge Trust (CGO)	For Decision

Summary

This report recommends funding for the Participatory City Foundation (PCF) towards a final two years of an ambitious 5-year project in the London Borough of Barking and Dagenham to develop and support widespread, effective and sustainable community participation and cohesion. The initial two years of this project have been a success and seen PCF work with local people to start dozens of different projects in neighbourhoods across Barking and Dagenham.

Recommendation

Members are asked to agree:

- a) **A further and final £450,000 over two years (£250,000; £200,000) to the Participatory City Foundation to deliver the *Every One Every Day* neighbourhood project across the London Borough of Barking and Dagenham.**

Main Report

Background

1. The London Borough of Barking and Dagenham is ranked the 9th most deprived in England. There are particularly high levels of need in the area, with its relative position against other London boroughs ranking bottom or near bottom across unemployment, exam results, homelessness, deprivation and low pay.
2. The Borough's demographics have changed rapidly over the last fifteen years, from 79% White British in 2001, to 49% in 2011. This has created a particular challenge for community cohesion.
3. Barking and Dagenham has a small voluntary sector (in terms both of number and size of organisations) and has long been identified as a Borough that receives less support from your Trust (and other funders) than might be expected given its high levels of disadvantage. As funding has been hard to place, the sector has struggled and key services supporting those most in

need have been weakened, creating a vicious circle of increasing need met by decreasing capacity.

Current Position

4. PCF was set up in 2017 to deliver the Participatory City neighbourhood project “*Every One Every Day*” in Barking and Dagenham. The organisation is now a registered charity. The charity began in the form of a CIC, led by Tessy Britton, who has spent the last eight years researching and prototyping new ways to support widespread practical participation. The largest scale test of this work to date, *Open Works*, ran in West Norwood, Lambeth in 2014 – 15. Your Committee supported the initial two year set up of the *Every One Every Day* project in July 2017 alongside and in collaboration with the Esmée Fairbairn Foundation, Big Lottery, and Barking and Dagenham Council.
5. 'Participation' can lead to a range of positive outcomes for individuals. It forms part of the academic concept of 'social capital', whereby civic engagement and involvement in community life can strengthen personal relationships, social network support and social trust. Measures of subjective wellbeing, happiness and satisfaction with life are strongly influenced by the extent of people's social networks and pro-social behaviour (doing things for others). Strong social relationships also have a positive impact on health outcomes, with the magnitude of the effect referenced as comparable to quitting smoking. At a community level, these outcomes are seen in improved economic output, reduced violent crime and improved educational performance.
6. In the UK, only 3% of people are involved in neighbourhood projects, but 60% say they would like to be involved in improving their neighbourhoods. This suggests that the barriers to growing and sustaining local projects are a structural and logistical challenge, rather than an innate human reluctance to participate. PCF has done excellent work so far in removing these barriers by ensuring participatory projects are nearby, accessible, free or low cost, simple to understand, range from beginner to expert, are open to all and focussed on attracting people on the basis of talents rather than needs. The platform that sits behind the projects mean that it is not left to one individual to sustain and resource an activity, the infrastructure instead sits centrally as opposed to individually for lots of very small organisations.
7. The project is designed specifically to be inclusive. There are three levels at which people can be involved: firstly, *Participating*: going along to an activity. Secondly, *Hosting*: eg running a Great Cook session and, thirdly, *Initiating*: developing a new project idea from scratch. It is intended that over time people will gain the skills and confidence required through participating to begin hosting and initiating. PCF is clear that individuals who are experiencing significant individual challenges are unlikely to be 'early adopters' and that none of the projects will be crisis-support services. They can, however, be an effective method of re-engaging individuals with the local community, and creating those supportive local networks that can prevent a return to crisis

levels of need. PCF will work alongside and in partnership with local voluntary sector organisations across the Borough.

8. Over the full five years of the programme PCF will support over 300 neighbourhood projects with 27,000 people involved regularly. Approximately 70 opportunities per week will be available within a five to fifteen minute walk of any resident's home, to achieve a minimum of 20% of local residents participating regularly in low commitment, imaginative, creative and socially beneficial activities. Ideas that have taken root elsewhere include Trade Schools - self-organised learning spaces that run on non-financial bartering; BzzGardens - that encourage bee friendly planting and shared food growing in public spaces; and Great Cook - where people come together to batch cook meals and take home portions for the week. The common characteristic is that project ideas are rooted in the needs and aspirations that people in communities have themselves expressed.
9. The setup of new projects is made possible by the support structure that PCF puts in place and which will coordinate the design and testing of ideas, arrange insurance, find spaces, buy equipment, ensure health and safety, promote projects and track outcomes. The teams will be based in five high street shop HQs across the Borough, designed to be accessible spaces that people will wander in to discover more. There will also be more targeted outreach to engage local community, as well as referrals from voluntary and public sector bodies. The two years of support being recommended will help initiate the setup of the project in an initial two areas of the Borough, increasing to three in the second year.
10. The *Every One Every Day* programme has developed a range of projects over an initial two year period, working in collaboration with local businesses, the voluntary sector and Barking and Dagenham Council. Your officer has attended quarterly funding board meetings made up of staff from Esmeé Fairbairn Foundation, The National Lottery Community Fund, Barking & Dagenham Council and more recently the Greater London Authority (GLA). This project has had funder collaboration at its heart with all funders working together to ensure the project is a success. So far two shops have been open in Barking Centre and at a site in Dagenham which have been well received. PCF has recently acquired a large warehouse facility in Dagenham through funding from the Better Growth fund from the GLA. The space is now open and has been transformed into a 'maker space' allowing local residents opportunities to engage in different craft activities, set up micro-businesses and develop new ideas.

Outcomes

- a) *Residents of Barking & Dagenham have opportunities to learn and develop, improving their own lives and those around them.*
- Project participants going on to take part on formal education/training; Increased numbers initiating local projects; Improvements in reported

wellbeing; New friendships and support networks created, increased physical activity.

- b) *The Borough becomes a place where everyone feels safe, welcome and optimistic about the future.*
 - Reduction in hate crime; increased pride and ownership of open spaces; increased capacity within the community to respond to problems; building diverse social networks.
- c) *The benefits of participation at scale are evidenced, proven and documented for further replication.*
 - Network of 300 projects reaching 27,000 regular participants established; positive outcomes tracked and evidenced; all systems required for replication created.

The organisation

11. PCF registered as a charity in October 2017 and was set up specifically to deliver this project in Barking and Dagenham. In July 2017 your Committee made an exception when supporting this project at its inception as it was a new organisation as the initial funding from the Trust was in collaboration with several funders – the others being the Esmée Fairbairn Foundation; Big Lottery; and the London Borough of Barking & Dagenham. All three funders remain committed to the project with the GLA and Bloomberg committing support to the programme in the past year.
12. PCF is built on a strong research base and previous piloting. Coupled with a compelling need in Barking and Dagenham the project is beginning to effect significant change. This has been made more realistic by the close involvement of the Local Authority, who sees this project as key to achieving their Borough Manifesto. Over the course of the last two years the Council has worked collaboratively with the other funders and PCF to ensure the success of the project. The strategic insights of borough-based issues and services has been invaluable in supporting and forming the participatory approach.

Financial considerations

13. The table below outlines PCF's current position and expected forecast and budget. Funding has been agreed by Barking Dagenham Council for the full 5 years of the project including considerable in-kind support from officers. The National Lottery Community Fund has recently agreed a further £1.5 Million to support the project over 5 years and Esme Fairbairn remain committed to the project over the remaining years of the project. Funding from the Trust is being requested over a two-year period, with no funding in the 5th year of the project. As PCF look at engaging other funders this provides the Trust with a well-planned exit strategy from the programme, while ensuring its success over the next two years. PCF has requested to have a larger sum of

£250,000 in the first year as this is a crucial year in project delivery as the project expands to other locations across the borough, the final year of the grant will then drop to £200,000. An application to Bloomberg has been successful and this will go some way to supporting the Everyone Everyday project once your support comes to an end.

14. It should be noted that PCF has a considerable surplus in restricted funding in 2018, this is due to the timing on some of the initial projects slipping. Staff recruitment, signing of lease agreements, the set up of a digital platform and the new arrival of the warehouse concept have meant there was an underspend. With agreement of the Funding Board PCF have agreed to spend this down across the remaining years of the project.

15. PCF has very low unrestricted reserves, however all of the funding received is restricted to deliver the Everyone Everyday project. Restricted reserves at year ending July 2018 were £937,887 to cover the ongoing delivery and staff costs of the work. As the organisation was set up solely to deliver this project, they are viewing the budget over a five year period and have sufficient cash flow to deliver each element of the work.

Year end as at 31st July	2018 Signed Accounts £	2019 Forecast £	2020 Budget £
Income & expenditure:			
Income	1,742,709	1,425,000	1,320,000
- % of Income confirmed as at 15/05/2019	N/A	100%	81%
Expenditure	(741,700)	(1,648,997)	(1,389,097)
Total surplus/(deficit)	1,001,009	(223,997)	(69,097)
Split between:			
- Restricted surplus/(deficit)	937,887	(223,997)	(69,097)
- Unrestricted surplus/(deficit)	63,122	0	0
	1,001,009	(223,997)	(69,097)
Cost of Raising Funds	0	10,748	10,748
- % of Income	0.0%	0.8%	0.8%
Total Expenditure	741,700	1,648,997	1,389,097
Free unrestricted reserves:			
Free unrestricted reserves held at year end	17,709	17,709	17,709
No of months of operating expenditure	0.3	0.1	0.2
Reserves policy target	92,713	206,125	173,637
No of months of operating expenditure	1.5	1.5	1.5
Free reserves over/(under) target	(75,004)	(188,416)	(155,928)

16. Throughout the five years of delivery, PCF in collaboration with the Council plans to form and develop the Barking and Dagenham (B&D) Foundation. The neighbourhood teams will be transferred to the B&D Foundation, supported by an endowment established over the five years. The endowment will be similar in many ways to local Community Foundations across the country but will support the participatory platform as opposed to distributing small grants. The endowment will be grown through local businesses, development projects and

philanthropy. Fundraising efforts are being led by the local authority in Barking and Dagenham, who also plan to set up a community lottery to support this. The development of the Endowment has not been included in this budget as it will be initiated and managed by the council rather than PCF and will support the sustainability of the B&D Foundation in the future.

17. **Project Team:** Will meet on a quarterly basis and will report to the funding board. Will have the oversight of the financial plan and will be responsible for financial oversight and board strategy. The project team will be made up of PCF Staff Members and designated Senior Officers from Barking and Dagenham Council.
18. **Working Group:** Will meet monthly but weekly for the first 6 months of the project. The working group will be responsible for overseeing and ensuring delivery of the project plan. Will have small scale strategy and financial oversight and will deal with issues that arise in the delivery of the project on an operational level. The Working group will also consist of a mix of PCF staff and council officers.
19. **Funding Board:** Quarterly meeting of all funders who will review the Development Report and will approve release of the next quarterly payments. This has been a successful way of engaging with a new and innovative project as it grows and develops.
20. **PCF Board of Trustees:** Will meet bi-monthly and have financial and strategic oversight and approval. Currently they have 7 members on their board.
21. **Appropriate Payment Authorisations** are in place and in line with Charity Commission best practice. If funding is awarded it is intended that all further payments are released quarter by quarter and subject to your officer's scrutiny to ensure that the project is being delivered to plan.

Conclusion

22. This proposal is to continue to deliver two further and final years of the *Everyone Everyday* project in Barking and Dagenham. The project is a good example of place-based working, bringing all resources in an area to bear (people, skills, physical assets etc) to improve the wider community and achieve the aspirations people have for the place they live. It will engage a cohort of significant funders, working together with the local authority to improve the lives of several thousand disadvantaged people. PCF has agreed to share the learning and to fully engage with the London's Giving programme to share the model.

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

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

Will the grant support work in a geography where there is high need but relatively low Trust spend?	Y
Thematic	
Will the grant support work in a thematic area of the Bridging Divides Programme where there is high need but relatively low Trust spend?	N/A
Portfolio	
Within the Trust's Strategic Initiative portfolio, is the grant duplicating or complementing anything already funded?	This is a continuation of an existing Strategic Initiative
Approach	
Will the grant enable better collaboration between relevant organisations?	Y
Is the proposed work across more than one LA or is London-wide?	Barking & Dagenham
Does the proposed work explicitly link the private, statutory and voluntary sectors?	Y

Committee	Dated:
City Bridge Trust	25 th July 2019
Subject: Strategic Initiative – Social Enterprise UK (Ref: 15323)	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Decision
Report author: Jenny Field, Deputy Director of City Bridge Trust	

Summary

Social Enterprise UK (SEUK) proposes to develop a physical hub for social enterprise and social investment 'The Hive'), in partnership with the School for Social Entrepreneurs (SSE) CAN and Impact Hub King's Cross.

Funding of £200,000 over two years is sought in order to develop the concept and to project manage the building acquisition and its redevelopment, as well as ensuring that the partners have the skills and capacity to negotiate the financial arrangements with funders and investors.

Recommendation

Members are asked to:

Approve a grant of £200,000 over two years towards the salary of a part-time project director, together with social sector consultancy costs, low bono legal fees, accountancy services for the project and the implementation of financial systems. In the first year, funding in Quarter 2 to be subject to detailed financial modelling for The Hive being in place and in Quarter 3 subject to the parameters for a social investment request also being in place.

Main Report

Background

1. This strategic initiative comes from a partnership of four organisations (SEUK, SSE, CAN and Impact Hub King's Cross) led by SEUK.
2. SEUK is a Community Interest Company and the main national voice for social enterprise in the UK. It aims to create a more favourable environment in which social enterprises can thrive by:
 - Raising awareness of social enterprise with different audiences;

- Building the evidence base of how social enterprise makes a difference;
 - Helping social enterprises to share learning and network;
 - Opening markets in the private, public and social sectors to social enterprise;
 - Advocacy with government at all levels to create a regulatory and policy environment that is supportive to social enterprise.
3. SSE aims to mobilise the experience of people from all backgrounds to use entrepreneurial approaches to create lasting social change. It helps c1,000 individuals annually develop the skills, strengths and networks they need to tackle society's biggest problems. It runs courses that equip individuals to start, scale and strengthen organisations that make a positive difference and also provides support through funding and mentoring.
 4. CAN is a registered charity and social enterprise which works to help charities and social ventures thrive by offering business support, capital and flexible, affordable office space. Its two main services are: (i) CAN Invest which supports voluntary, community and social enterprises to build sustainable businesses by providing capital and business support; (ii) CAN Mezzanine provides fully serviced office desk space exclusively to charities, social enterprises and not-for-profits, currently in 5 London locations.
 5. Impact Hub King's Cross is a not-for-profit that was set up by The Hub King's Cross Ltd in 2014. Its focus is on social inclusion primarily through grant-funded programmes that are designed to inspire, encourage and enable members of under-represented communities to embark on their own entrepreneurial journeys and to contribute to the social economy. It is currently in the process of registering as a charity.

The proposal

6. London is widely recognised as home to one of the largest global communities of social enterprises, as well as to one of the most dynamic communities of social financiers and social investment intermediaries in the world.
7. SEUK, School for Social Entrepreneurs, CAN and Impact Hub King's Cross are working in partnership in order to respond to and resolve the increasing challenges that the current property market poses for London's social enterprise community.
8. The proposal is to create a physical hub (working title 'The Hive') as an international flagship of social enterprise and social investment. It will provide a physical infrastructure to build, develop, scale and support social entrepreneurs and social businesses emerging within the capital.
9. This proposal builds on work undertaken by SEUK between November 2016 and November 2017 with a £40,000 Stepping Stones grant from CBT. This

enabled it to undertake extensive market research of London's 20,000 social enterprises (one-third of whom have started their business within the last three years) in order to better understand their needs; the demand for workspace; and the range of amenities and facilities required; as well as to hold early exploratory meetings with potential social investment intermediaries. This initial research and scoping has therefore informed the proposal before you today.

10. The ambitions and vision for The Hive are closely related yet complementary to those of the Philanthropy House concept. The latter concept being to co-locate a range of specialist philanthropic organisations to serve as a centre for excellence and a dynamic convening space for philanthropic action. Similarly, The Hive plans to provide co-location space for start-up social ventures; office space for anchor tenants (social enterprises with >50 staff which will commit to long leases and provide secure revenue); incubation space for high growth, high impact enterprises; and social finance/impact investing laboratory.
11. It will be a mixed tenure building of around 40/50,000sq ft that, when refurbished, will achieve the highest standards of environmental performance and which has a socially impactful supply chain. As well as the range of occupants outlined in paragraph 10, it would also accommodate meeting and event space, makerspace and a small number of studios for creative social enterprises.
12. It is also proposed that the building will offer retail space for social enterprise caterers, artisan and craft manufacturers, plus a series of social pop-ups, thereby enabling public engagement.
13. The financial model for the building would be to combine a long-term, patient capital loan of c£5m with a commercial mortgage. Initial discussions regarding social investment have taken place with CBT and Trust for London. However, it is recommended that any grant be subject to two key milestones during the first year of the grant: that funding in Quarter 2 be subject to detailed financial modelling being in place and that Quarter 3 be subject to parameters for a social investment request also being in place.
14. Grant funding of £200,000 over two years is sought to bring in the necessary project management skills to help identify potential building(s); ensure the partners have the skills and capacity to negotiate the financial arrangements with investors and lenders; and to project manage the building acquisition, redevelopment and finally its launch.
15. The four partners have agreed the broad specifications for The Hive and are fully committed to its delivery. They believe they have the collective track records, relationships, networks and skills to ensure the proposal is viable, sustainable and can fulfil its full potential social purpose.

Project Budget

Item	Cost p.a £
Project Director @ 3 days per week	48,000
Low bono legal costs	20,000
Social sector consultants	15,000
Financial accountancy services/systems	10,000
Contingency	7,000
Total	100,000

16. Short-term social sector consultants are included in the budget to enable a wide range of consultation and advice to be sought. Financial accountancy services include the cost of producing management accounts for all four partners in a uniform format that satisfies the requirements of potential investors and lenders.

Finance

17. The financial information in the table below is for SEUK as the lead partner.

18. SEUK's 2020 forecast includes new budgeted income of c£547,000 which amounts to the sum as yet unsecured in the year. If this is not secured during the year, SEUK would expect to reduce expenditure accordingly. As at 31st March 2018, Its free reserves were slightly below target but are forecast to grow to be within its target.

Year end as at 31st March	2018 Signed Accounts £	2019 Draft Accounts £	2020 Forecast £
Income & expenditure:			
Income	1 532 876	1 543 905	1 955 325
- % of income confirmed as at 10/06/19	N/A	N/A	72%
Expenditure	(1 468 251)	(1 461 922)	(1 857 559)
Total surplus/(deficit)	64,625	81,983	97,766
Split between:			
- Restricted surplus/(deficit)	0	0	0
- Unrestricted surplus/(deficit)	64,625	81,983	97,766
	64,625	81,983	97,766
Operating expenditure (unrestricted funds)	1 468 251	1 461 922	1 857 559
Free unrestricted reserves:			
Free unrestricted reserves held at year end	295,069	377,052	474,818
No of months of operating expenditure	2.4	3.1	3.1
Reserves policy target	367,063	365,481	464,390
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(71,994)	11,572	10,428

Conclusion

19. This is an ambitious proposal but with potential to create a flagship resource for the social enterprise sector in London.
20. It also complements the development of the Philanthropy House concept and the project leads on this initiative have remained in close contact with SEUK during the development of the proposal before you today.
21. Due to the ambitious nature of the proposal, there are corresponding risks, of course, including the risk that the partners are not able to raise sufficient finance for it. It is recommended that any grant approved should be subject to specific milestones during the first year of the grant. It is recommended that funding in Quarter 2 should be conditional on detailed financial modelling being place and in Quarter 3 that the parameters for a social investment are in place. If these milestones are not met, then the feasibility of the proposal will be in doubt and the outstanding grant would be written-back to the Trust. The conditions are therefore intended to minimise the financial risk to CBT.

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

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

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

Committee	Dated:
City Bridge Trust	25 th July 2019
Subject: Applications recommended for rejection	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Decision
Report author: Scott Nixon, Head of Director's Office	

Summary

This report and the accompanying schedule outlines a total of 35 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 35 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 - 25th July 2019

Summary of Recommendations for Rejection - Bridging Divides

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
<u>Advice and Support</u>					
January 2019	15282 Diversity Living Services	Confidential information, advice and support for disadvantaged BAME people, and their community groups, in Enfield and neighbouring Boroughs plus training and coaching to overcome barriers in getting their voices heard.	The organisation does not have the relevant quality standard for the advice work they propose to deliver nor, in some cases, clear evidence of any expertise in the subject matter.	£52,000	SFJ Enfield
January 2019	15291 French African Welfare Association (FAWA)	The grant will empower unemployed people from the Black and Minority Ethnic (BME) to manage their finances better, thereby reducing stress and despondency associated with poverty and indebtedness.	Funding is for financial advice work without relevant qualifications to provide.	£29,943	CR Lambeth
August 2018	14933 Money A+E UK Community Interest Company	Money Coaches We provide one to one debt, benefits and money guidance support sessions and casework to minority and hard to reach socially excluded groups in London communities.	Financial information that was presented several times over the course of the assessment was either contradictory or unclear, making an accurate financial assessment by your officers too problematic.	£190,266	SFJ Newham
<i>Total Advice and Support (3 items)</i>				£272,209	

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested	Officer & Area
<u>Connecting the Capital</u>					
December 2018	15226 Action Against Medical Accidents	To make our building fully wheelchair accessible by installing two platform lifts and adapting the front entrance doors in accordance with the access audit carried out.	An application for access improvements at the charity's leasehold property in Croydon. The charity occupies half the property and rents out the other half. According to the City Bridge Trust access audit prepared in 2017, "very few people visit the building", and the rental space is available to commercial tenants. The space cannot be considered a community building, and therefore falls outside scope of your funding guidelines.	£47,992	TW Croydon
February 2019	15357 Brendoncare Ronald Gibson House Care Centre	Providing a new sensory and interactive technology for older people in Brendoncare Ronald Gibson House (RGH) in Tooting, London	The proposal does not meet your criteria as the work is for the benefit solely of the residents of the care home and not for the wider community.	£7,896	CR Wandsworth
April 2019	15401 Hainault Ancient Forest	Hainault Forest seeks to undertake an access audit to address significant limitations to our current site in respect of access for people with limited mobility.	The organisation currently holds an inadequate lease on the facility (which is owned by the local authority) to satisfy our criteria for support, whilst it also has significant free reserves from which it could fund an audit.	£2,500	JAL Redbridge

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested	Officer & Area
February 2019	15303 Island House Community Centre	We want to continue to deliver and develop our unique and successful CanDo Place-based giving programme, supporting the aspirations and improve the well-being of disadvantaged people in our community.	From the information provided, the focus of the work is on health and does not align well with your priorities. The charity has little or no free reserves.	£109,020	SGB Tower Hamlets
May 2019	15510 Kids Cancer Charity	To buy a new caravan specially adapted for disabled use for children that have cancer and their families.	The application is for funds towards the cost of buying a caravan, which is outside your priorities.	£10,000	CR Outside London
January 2019	15280 London Sports Trust	Inclusive LifeHUB - A resident led health programme to improve the wellbeing, individual development and social integration of young people living with poor mental health, learning difficulties and other disabilities.	Some of the outputs are insufficient for the level of funding requested (eg 4 hours of activity per week plus occasional "courses"). The application is also weak in illustrating how targeted the work may be.	£120,935	CR Hammersmith & Fulham
January 2019	15249 London Tigers	An interrelated programme of activities, particularly catering for older people from South-Asian/ Arabic speaking backgrounds, which reconnects them with the community, promotes health and wellbeing, and makes their voices heard.	The organisation does not have a track record in working with older people, and the project is highly generalist and untargeted. Further work would be required to develop a meaningful offer for older people.	£112,015	JXJ Westminster
January 2019	15287 Peel Institute	To run a daily Social Club for older, isolated residents of Clerkenwell to meet and mix with a variety of people through exercise and craft classes, entertainment, and outings	The charity holds large free reserves of several £m, with ample scope for this proposal to be self-funded.	£85,309	SD Islington

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested	Officer & Area
November 2018	15085 RIANA Development Network (RDN)	Bringing people from BAMER communities together to learn about healthy living, conserving the environment and actively growing their own produce, participating in inter-generational activity and developing a connected, stronger community.	This is an over-ambitious proposal from an organisation with limited experience of working in this domain. The grant requested would make the Trust the organisation's largest single funder, based on most recent accounts.	£132,211	SD Hounslow
February 2019	15319 Selby Trust	Connect and empower the community by creating a 'Community Green Education Hub'. A learning and training centre facilitating and managing green activities with local people from different backgrounds.	The application and ancillary information did not provide clear and consistent information about the expected outcomes, outputs, participants and project delivery plan.	£225,000	TB Haringey
November 2018	15079 St Leonard, Streatham	To make St Leonard's building more accessible to under-represented groups so that they can participate fully in opportunities offered for worship, health and wellbeing, social action, culture, heritage and celebration	A request for access improvements to the upper storey of the Church. There is currently very little non-worship community activity at the Church, and the application does not make it clear why or how this would change as a result of the proposed works.	£100,000	TW Lambeth
November 2018	15179 The Albany	We are requesting funding to support the 'Lewisham Creative Ageing' project, a borough-wide celebration of the role of arts & culture in the positive ageing agenda.	Application is for costs associated initially with a one-off or short-term festival, which is outside your priorities.	£96,000	GP Lewisham

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested	Officer & Area
November 2018	15180 The Board of Trustees of the Science Museum	To create a Gallery that celebrates London's scientific heritage and involves local and underrepresented communities. Giving them a voice and engaging them with their past.	A poorly presented application with confusing information, presenting outputs and outcomes that are not a close fit with your programme Connecting the Capital.	£100,000	GP Kensington & Chelsea
April 2019	15397 Voluntary Arts Network	Up for Arts is seeking funding to employ a part-time broadcaster to produce 'Look Up' a series of five creative/wellbeing radio campaigns on BBC Radio London targeting an older demographic.	The outcomes that would meet your priorities are not assured given the nature of this project which is to produce programmes for BBC Radio London to encourage older people to engage with cultural activity.	£17,500	CR City
<i>Total Connecting the Capital (14 items)</i>				£1,166,378	
<u>Positive Transitions</u>					
January 2019	15252 Brent Carers Centre	Core funding in order to maintain and manage the increase in demand on existing services and continue the planned development of new services as identified by Carers.	A request for core support to invest in the organisation's infrastructure. It currently holds the Local Authority contract for Carers' Services, and this application is presented as a request to top-up the value of that contract which falls outside your funding priorities.	£150,000	TW Brent
May 2019	15449 Casual Ballerz CIC	The purpose of our request is to further our impact to more young people that meet our target demographic.	A very poor application where the grant requested would constitute 100% of most recent turnover whilst the core activity does not meet your priorities.	£61,400	CR Haringey

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested	Officer & Area
December 2018	15241 Communities and Nature International (CAN International)	Supporting the Gurkha veterans and families to enhance their access to mainstream services and participation in the community during their social transition.	A weak application overall and where the focus is on providing advice services for which the organisation holds no relevant quality mark nor significant (if any) track record.	£25,674	SFJ Outside London
April 2019	15412 Go Forward Youth	Go Forward have developed an employment provision to train and employ 8 care leavers who will run a 'Go Forward Market Stall selling GF merchandise designed and produced by them.	The organisation has applied for a sum which would represent almost double their total income for the current year, whilst there is no realistic scope to offer a smaller amount.	£15,707	CR Islington
October 2018	15059 Harrow Association of Somali Voluntary Organisations	To provide fourth and fifth year continuation funding for our existing successful project funded by the City Bridge Trust which supports vulnerable elderly BME people in Harrow.	During assessment your officer sought clarification on the organisation's finances on numerous occasions, and each time the information provided was different and inconsistent. As a result, your officer is not reassured by the organisation's financial management capabilities.	£52,980	SAR Harrow
September 2018	14989 Into the Light	Supporting adult survivors of childhood sexual abuse and those who care for them with specialist support services including psycho-educational courses, workshops, peer groups and one to one support.	As an organisation based outside London, the work proposed must offer something for Londoners which local organisations do not. The application did not reassure your officer that the proposed outcomes went above and beyond that offered by London groups.	£36,065	SAR Ealing

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested	Officer & Area
October 2018	15021 Jubilee Sailing Trust	The 'Leading Lights' project will combine young people and emergency services personnel in an intense remote, inclusive maritime environment far removed from their regular lives.	The project is ineligible as it incorporates residential stays for young people on two tall ships.	£265,603	CR Outside London
December 2018	15202 Khulisa	Core grant supporting CEO salary; underpinning leadership, quality assurance, governance and growth. The CEO spends 60% of time on London-based delivery and we are requesting 38% of 5-year salary costs.	Request is for 40% of CEOs salary for work only part of which meets the Trust's priorities and would be very difficult to track the extent to which the CEO's time was focused on work which does meet your priorities.	£160,000	JF Camden
November 2018	15077 Kick London	Our mentor-coaches will go into Bromley PRU two days a week for three years to provide one-on-one psychological, emotional and social support mentoring.	This application focuses on poor school attendance/exclusion and challenging behaviour. This proposal is for mentoring support work with young people with mental health needs, though the organisation does not have the level of expertise, or track record, in this that you would usually require. Additionally, the work is directly with a School/Pupil Referral Unit (PRU) and as such does not meet your priorities.	£29,694	GP Richmond

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested	Officer & Area
December 2018	15182 National Association for the Care & Resettlement of Offenders	To employ a Volunteer Co-ordinator to manage the redevelopment of an online Resettlement Services Finder to support those leaving prison in London or returning to London.	The proposal does not present evidence of need nor effective collaboration with providers of existing service specific databases to sufficiently demonstrate that the project proposed meets the outcomes of your Positives Transitions programme. The applicant could invest some reserves in the project to establish evidence of need and impact.	£183,919	KAM Southwark
October 2018	15056 New Bridge Foundation	To build capacity to befriend more isolated prisoners so they can cope inside and re-connect with the community to which they will return.	The application does not meet the Trust's priorities as it is principally for work with prisoners serving long, indeterminate or life sentences and not likely to be released soon.	£82,630	LXB Lambeth
February 2019	15320 One20	This funding will pay for a three-year mentoring project to support refugees and asylum seekers who identify as LGBTQI and help them to integrate into their local community.	The application does not demonstrate sufficient strength of track record nor specialism on supporting the LGBTQI migrant/refugee/asylum seeker community.	£99,295	KAM Camden

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested	Officer & Area
December 2018	15201 Railway Children	To contribute towards three years' costs of our London Project, to support at least 456 vulnerable/disadvantaged children and their families to develop healthier coping strategies and form positive relationships	The operational model for this proposal (from an organisation based outside London) is questionable as it aims to engage with disadvantaged children and families through the major rail stations in London and in conjunction with British Transport Police. Your officer is of the view that there is insufficient information provided as to how this work either supports or replicates the role of social services and other statutory agencies.	£181,093	CR Camden
June 2019	15555 Schonfeld Square Foundation	Choice Program enabling elderly to participate in activities enabling them to choose directions of and raise level of control they have over their own lives.	The organisation has a long current track record of late returns to the Charity Commission which suggests significant governance weakness.	£121,160	CR Hackney
November 2018	15177 Snow-Camp	With your support, Snow-Camp will provide an alternative route and extended positive pathway into life away from crime, successfully transitioning inner-city young people into further education, training and employment.	The intended beneficiaries do not all fall into your stated target groups. Part of their proposed work is to deliver mental health outcomes, but it is not apparent that they have expertise in this area; whilst other outcomes are not aligned with your priorities.	£150,000	LXB Outside London
February 2019	15305 Somerville Youth & Play Provision	To provide weekly on-site and/or in-school counselling for children and young people with mental health needs, and practical training for youth / play workers in supporting young peoples' mental health.	The proposal is focused on delivering 1-1 counselling in schools supporting young people with mental health issues by funding another organisation with your grant and therefore does not meet your criteria for support.	£76,297	SD Lewisham

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Grants Amount Requested	Officer & Area
May 2019	15517 Terrence Higgins Trust	Continuation funding for a FT Specialist Young People's Counsellor and the associated operating costs of a young people's therapy service project in London.	Application is to continue funding work that the Trust has already supported for a total of 5 years, therefore it is ineligible for continuation funding.	£238,434	JF Camden
April 2019	15413 The Honeypot Children's Charity	Social and Emotional Active Learning (SEAL) Experiences, to build confidence, raise self-esteem, develop social skills and reduce the isolation of young carers	The proposed programme will be delivered through residentials with the young people, which renders the application ineligible.	£107,058	CR Hammersmith & Fulham
<i>Total Positive Transitions (18 items)</i>				£2,037,009	
Grand Total (35 items)				£3,475,596	

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Committee	Dated:
City Bridge Trust	25 th July 2019
Subject: Funds approved or declined under delegated authority	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Information
Report author: 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 16th October 2014, the Chief Grants Officer may make decisions on applications of up to £10,000. Decisions on applications of over £10,000 and up to £25,000 may be made by the Chief Grants Officer in consultation with the Chairman and Deputy Chairman.

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

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

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

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

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Requests Approved ≤£10k

St John the Evangelist, Great Stanmore <i>Approved 25/06/2019</i>	£966 to commission an independent access audit and design appraisal.
Ball Out Community <i>Approved 13/06/2019</i>	£1,500 to meet the costs of coaches, officials, volunteers and refreshments.
Royal Society of Sculptors <i>Approved 03/05/2019</i>	£1,900 to commission an independent access audit for the Society's headquarters Dora House.
Thanet Youth & Community Centre <i>Approved 07/06/2019</i>	£2,000 towards an eco-audit.
Mill @ Coppermill <i>Approved 13/06/2019</i>	£2,600 towards an eco-audit.
St Luke's Trust Parochial Trust <i>Approved 07/06/2019</i>	£2,800 towards an eco-audit.
Barking & Dagenham Council for Voluntary Service <i>Approved 07/06/2019</i>	£3,400 towards an eco-audit.
Freud Museum London <i>Approved 25/06/2019</i>	£4,890 to commission an independent access audit and subsequent appraisal of proposed plans
New London Performing Arts Centre <i>Approved 07/05/2019</i>	£4,914 to meet the costs of an access audit (£2,520) and disability awareness training (£2,394) for NLPAC staff and trustees.
Southwark Cathedral <i>Approved 26/06/2019</i>	£5,000 to commission an independent access audit of the cathedral, approach routes to the cathedral precincts and staff offices.
Middlesex ITeC Ltd <i>Approved 16/05/2019</i>	£9,000 towards computer training and IT surgeries for older people.
Hawa Trust Ltd <i>Approved 29/04/2019</i>	£9,000 towards monthly yoga sessions and associated project costs for women living with female genital mutilation to improve their physical and mental wellbeing.
Lambeth Elderly Association from Vietnam <i>Approved 29/05/2019</i>	£9,300 to meet the cost of weekly dance classes, healthy living sessions and associated project costs to improve the health and well-

being of older people of Chinese and Vietnamese origin.

Requests Approved £10k - £25k

St Mary and Holy Trinity Bow (Bow Church)
Approved 22/05/2019

£19,800 towards cost of installing a disabled toilet and ramp.

Paddington Development Trust
Approved 18/06/2019

£23,300 towards staffing and associated running costs to enable London Communities Commission to develop the concept of generating additional resources to support stressed communities through a small additional share issue by FTSE 100 and 250 companies, in collaboration with the Community Wealth Fund Alliance.

Requests Approved £25k - £50k

St John the Divine
Approved 16/05/2019

£30,840 to ensure that the Garden Room extension to the church building and surrounding areas are accessible and inclusive for regular and new community users.

The Guild of Psychotherapists
Approved 16/05/2019

£38,300 over two further years (£21,200; £17,100) towards the salary of the part time Clinic Administrator (1dpw) and project running costs of Community Psychotherapy service for BAME communities in South London.

St George's Church
Approved 12/06/2019

£38,950 to cover the cost of upgrading the entrances to the Community Centre and improving the accessible toilet facilities at St George's Church Southall. Funding is conditional on the church agreeing all future accounts to be presented in line with the charity SORP.

Dyscover Ltd
Approved 12/06/2019

£42,600 over two further years (£21,000, £21,600) towards the salary costs of Speech and Language Therapists and assistants and on costs of a program of support services for people with aphasia and their families in Kingston-upon-Thames.

Shapeshifter Productions Ltd
Approved 09/07/2019

£49,600 over three further and final years (£15,800, £16,600, £17,200) towards the running costs of The Smiling Sessions project.

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	£58,714	9	£23,600	2	£69,140	2
June 2019	£23,156	8	£23,300	1	£81,550	2
July 2019					£49,600	1
Total for year to date	£81,870	17	£46,900	3	£200,290	5

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

Merton Home Tutoring Service
(Eco-audit request – Declined
13/05/2019)

Organisation does not own or lease its building.

Urban Eye
(Small Grant request – Declined
11/07/2019)

The organisation has no track record of working with older people and does not demonstrate effectively it meets priority of programme.

Committee	Dated:
City Bridge Trust	25 th July 2019
Subject: Withdrawn & Lapsed applications	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Information
Report author: 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

Action for Children
15057

Independent Visitors

The applicant has withdrawn the proposal in light of changes underway within the organisation.

3 Pillars Project C.I.O.
14979

Improving outcomes through the provision of one-to-one mentoring and through the gate support for young people being released from prison and Cookham Wood Young Offender Institute.

The applicant has withdrawn this request as the project at the heart of it is no longer operating.

The Cinnamon Network
15081

Our London-based BME-Community Transformation Project will equip 54 BME churches to deliver outstanding social action projects that improve the lives of disadvantaged

Organisation

Purpose of Request / Withdrawal Reason

people, by working with communities and across sectors.

Following advice from your officer, the organisation has decided to withdraw its application and revise plans for a possible future submission.

City & Hackney Carers Centre
15301

To provide a high-quality, sustainable advice service specifically tailored to the needs of unpaid carers in the City and London Borough of Hackney.

Withdrawal as the organisation currently does not hold a relevant advice quality mark or management qualification required for your Advice and Support priority.

House of St Barnabas in Soho
15061

Funding for our Employment Academy for homeless people, providing them with accredited training, work experience and longer-term support enabling them to find and sustain employment, breaking their cycle of homelessness.

Proposal withdrawn by applicant on advice from your officer. A revised proposal is likely to be submitted in due course.

OrganicLea Ltd
15251

Volunteering, training and employment opportunities in food growing and green space management for people with disabilities and long-term health conditions.

The application has been withdrawn as the organisation currently does not meet your eligibility criteria.

Steps2Recovery
15350

The purpose of our application is to help fund Steps2Recovery's therapeutic, rehabilitative work towards positive transitions for ex-offenders - people caught in the revolving door of addiction, offending and prison.

Proposal withdrawn following discussion with your officer.

You Make It
15020

To ensure that we deliver 6 back-to-back empowerment programmes, each for 25

Organisation

Purpose of Request / Withdrawal Reason

unemployed and underemployed, marginalised women across a 3-year period.

The organisation does not require funding at least until late 2020.

Communities Welfare Network
15269

We are seeking funding to improve the English skills of newly arrived Migrants and Refugees and facilitate their integration.

The applicant has withdrawn this proposal as it is ineligible to apply until October 2019.

Lapsed Applications

National Financial Services Skills
Academy
15055

To provide accredited training for practitioners which equips them with the skills needed to support vulnerable and disadvantaged young people to develop effective money management skills at key life transitions.

Organisation has closed since the application was submitted.

Total Withdrawn Applications: 9
Total Lapsed Applications: 1

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Committee	Dated:
City Bridge Trust	25 th July 2019
Subject: Variations to grants/funds awarded	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Information
Report author: Scott Nixon, Head of Director's Office	

Summary

This report informs Members of 4 grants/funding commitments 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 grants 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.

Ealing Music Therapy

In September 2013 you awarded £26,700 to the above for work with disabled children. Following various communications between the charity and your officer they have now informed the Trust that they are unable to complete the project and so will return an unspent balance of £4,271.

Plan Zheroes

At your meeting in July 2017 you awarded the above £108,400 over three years with years 2 and 3 conditional on successful implementation of the proposed business model (with regards to income generation) and on your grant in any one year not exceeding 50% of turnover. The organisation failed to meet either of these conditions and whilst every attempt was made to support them the organisation has been unable to secure significant funding from elsewhere. The Trust has had no option, therefore, but to revoke the unspent elements of the original award – 50% of year 2 and all of year 3 – amounting to £59,975 in total.

Redbridge Theatre Company Ltd

In September 2018 the organisation was granted £5,000 for an access audit, the final cost of which was £2,200. The balance of £2,780 has now been revoked.

London Metropolitan Archives

In January 2018, the sum of £24,700 was approved for the archiving of 94 boxes of historic grant files with London Metropolitan Archives (LMA). This was approved through the delegated authority of the Chair and Deputy Chair of the City Bridge Trust Committee and the Director of City Bridge Trust. Since this funding was approved, LMA's costs have risen slightly due to salary increases awarded by the City Corporation in July 2018. Approval was approved under delegated authority of the Director of CBT to increase the non-grant funding available for this project by £378.

Scott Nixon
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Committee	Dated:
City Bridge Trust	25 th July 2019
Subject: Grants analysis, trends and management	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For Information
Report author: Jemma Grieve Combes, Head of Impact and Learning	

Summary

This paper provides an update on progress against your 2019/20 grants budgets and summarises those grants awarded and in management.

Recommendation

Members are asked to:

- a) Note the report

Main Report

Background

1. Your current grant making is comprised of four main schemes: Bridging Divides, Investing in Londoners (closed – last application reported to today's Committee), Anniversary Programmes and Prince's Trust.

Bridging Divides

2. Bridging Divides is City Bridge Trust's (CBT) core grant scheme. It launched in April 2018, replacing Investing in Londoners which ran from 2013 to 2018. The final application under your Investing in Londoner's scheme is reported to today's meeting. This report will now focus on your current Bridging Divides grant scheme.
3. Total spend to date and applications considered at today's meeting are shown in your 'Grants Budget and Applications' report elsewhere in your papers.

4. **Spending rate:** Chart 1 shows the spending rate at each Committee meeting. Today's meeting shows an exceptionally high spend due to concerted efforts by the Trust to decrease the backlog of applications. The £6.15m spend is the most ever recommended at Committee and represents 32% of the year's grants budget, leaving £10.2m to spend.



5. This should not limit your decision-making today since Court of Common Council has allocated £100m over the lifetime of Bridging Divides and there is flexibility in the timing of how CBT commits these funds, with the £20m annual allocation being indicative of planned commitments for each year. A paper exploring how to manage your increase in commitments will be brought to your September meeting.

6. **Grant variations:** Writebacks and variations of funds to date, including those reported at today's meeting, total £66,648. Unusually this includes a small increase (£378) to the LMA for its work to archive historic CBT files. This represents 0.3% of the annual grants budget.
7. **Assessments in progress:** The Trust is currently assessing applications at a total request value of £21,628,168. This continues to be at a higher level than usual (November 2018: £17,087,579) and reflects the increased application rate and increased average request amount. This will be considered in your September paper considering the increase in potential commitments.

Table 1: Proposed use of remaining budget	£	Number
Value of submitted applications - pending	21,628,168	180
Value of proposed strategic initiatives	0	0
Total requests under assessment	£21,628,168	180

Anniversary programmes

8. The Anniversary fund approved in 2015-16 is designated for use towards an employability and an infrastructure programme.

9. Employability programme:

Funds of £4,735,000 for the Employability Programme were fully committed in 2017/18. Some amounts within that will be formally allocated in future years over the 5-year life of this programme.

10. Infrastructure Programme:

62% of the total Infrastructure Programme budget of £3,713,000 was committed at the end of 2018-19. Of the remaining £1,934,945, £441,600 has been approved in the year to date towards the Cornerstone Fund and Bridge Fund, and a further 1 is under consideration at today's meeting with a total recommendation of £191,630.

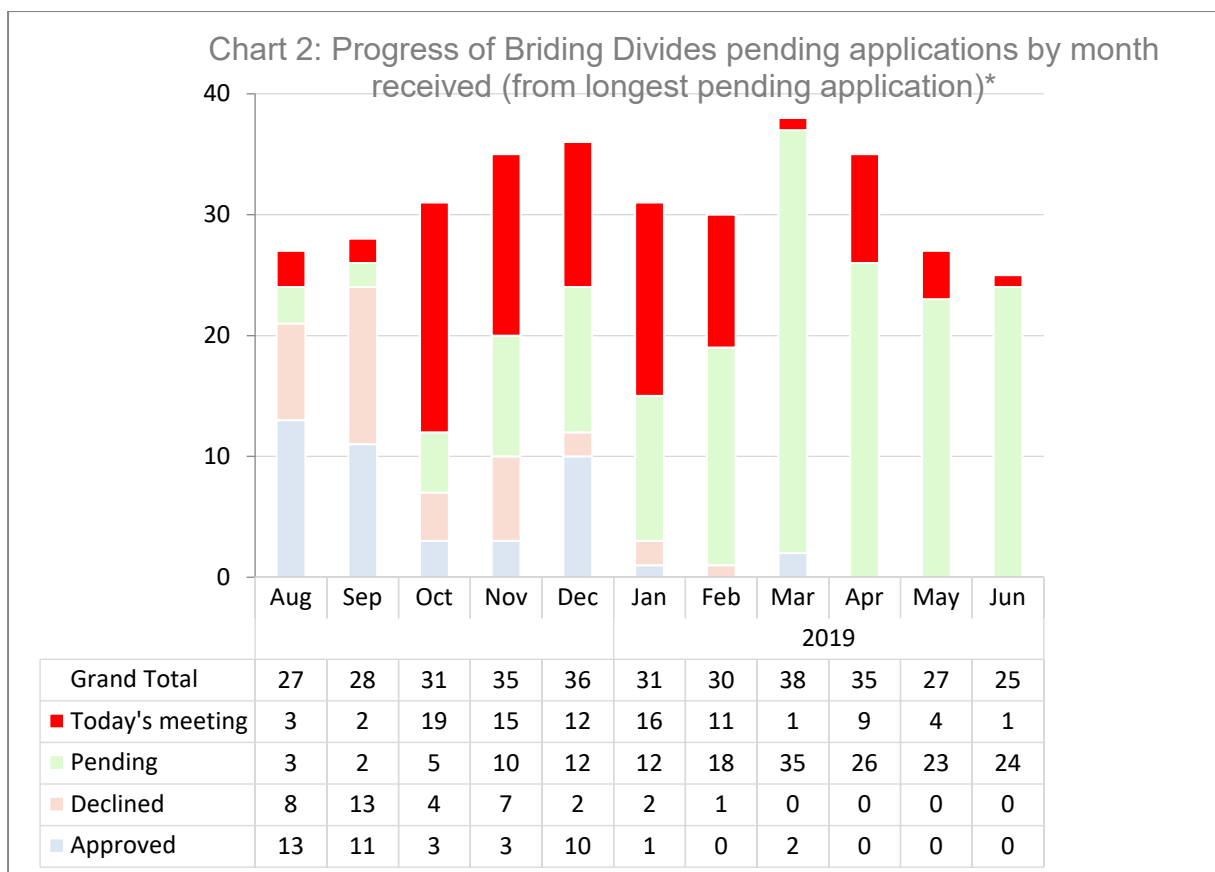
11. Prince's Trust

The Trust has managed a grant programme with The Prince's Trust since 2014. At your March 2018 meeting you approved a 3-year commitment of £3,000,000.

Work in progress

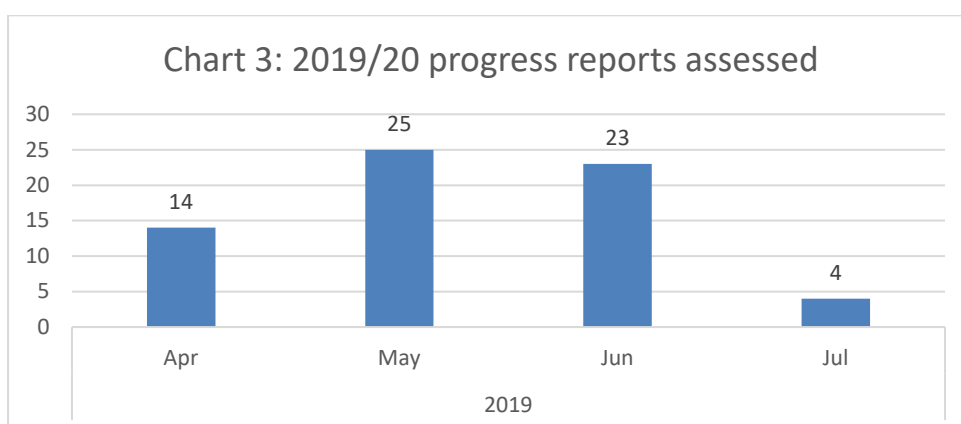
- 12. Progress of applications:** Chart 2 shows the application rate and progress of Bridging Divides applications. Bridging Divides opened to applications on 23rd April 2018. To date 417 applications have been received. Today's paper on the backlog of applications explores this in more detail.¹

¹ The Chart excludes strategic initiatives, partnership programmes, exceptional grants, eco audits and stepping stones before the launch of the rolling stepping stones programme, as they are approved through a different application process than your standard Bridging Divides grants.



13. **Grants in Management value:** The total value of the grants across all programmes (approximately 840) currently under the management of your Funding Managers is approximately £ 32,545,563.

14. **Grants in management learning and monitoring:** In the financial year to date your officers have assessed and signed off 66 annual progress reports from grantees. Chart 3 shows the completion of reports by month. Numbers are lower than normal (2018/19 average 29/ month) as officers focused their attentions on clearing the application backlog.



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Committee	Dated:
City Bridge Trust Committee	25 th July 2019
Subject: City Bridge Trust Communications & Events attended	Public
Report of: The Chief Grants Officer & Director of City Bridge Trust (CGO)	For Information
Report author: Catherine Mahoney, Charity and Philanthropy Communications Manager	

Summary

This report provides you 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 24/5/19 and 05/07/19 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 Sutton and Islington whereupon Officers and Members met with Council Leaders and associated charities covering a range of issues, and visiting funded projects. Your Chair and Deputy Chair visited several projects including the site for the new Prince's Trust HQ.

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 Corporation Media Officer.
4. A great number of grants were highlighted by several London and regional media: including an article in *London Economic* citing £250,000 to support a Camden-based charity tackling youth homelessness and *City Matters* reported that CBT has awarded a £90,000 grant to the national charity, Crimestoppers, to support its new London-wide initiative to encourage people to report 'hidden' crime.
5. There was extensive coverage of the appointment of Dhruv Patel as Chair, including features in the Tribune, Business Standard, and UK Fundraising. Your Chair carried out an interview on BBC Asia Network.
6. Both Sky News and Fundraising magazine interviewed Dep. Chair Alison Gowman on the subject of Philanthropy.

External Events Register

7. Appendix 3 highlights a range of internal and external meetings Officers and Members attended during the period in question.
8. Deputy Chair Alison Gowman attended a reception to celebrate ten years of Islington Giving, as well as the launch of the Social Impact Institute. Several members officers attended the celebrations to Tower Bridge to celebrate its 125th anniversary. Your Philanthropy Director Fiona Rawes attended a workshop hosted by Bates Wells Braithwaite to analyse trends, issues and capabilities in Impact Investing. Your Chair attended the Asian Voice Awards, where Mayor of London Sadiq Khan gave a keynote address.
9. Your Officers attended some valuable training and workshops, including one to understand the 'Trans' community better, and another to realise the value of user-led organisations.

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"> • Barking and Dagenham Post • City A.M. • City Matters • SWLondoner • Hackney Gazette • Evening Standard • Ilford Recorder • London Post 	<p>CBT Twitter:</p> <ul style="list-style-type: none"> • 7115 followers (up by 110 since last meeting) • 77k impressions <p>CBT Website:</p> <ul style="list-style-type: none"> • 9,000 users • 14,000 sessions • 36,838 page views
Regulators & politicians	<ul style="list-style-type: none"> • LB Hounslow • GLA • LB Sutton • LB Islington 	<ul style="list-style-type: none"> • Evening Standard 	n/a
Immediate stakeholders**	<ul style="list-style-type: none"> • The Clothworkers Company • Prince's Trust • Heart of the City • City of London • Leathersellers Company • MIND • Groundswell • Clore Social Leadership 	<ul style="list-style-type: none"> • Charity Digital News • Charity Today • Fundraising • Charity Times • City A.M. • City Matters • Civil Society • UK Fundraising • Asian Lite • Hindustan Times • Business Standard • The Tribune • Greater Jammu • NDTV • Eastern Eye 	<ul style="list-style-type: none"> • News items on the CoL intranet and e-bulletin. • Regular updates in the Members' Briefing.

Audience	Face to face	Online and Printed Media channels	Online content
Other funders, policy makers & key commentators	Meetings & events with various funders including: <ul style="list-style-type: none"> • CAST • London Funders • Esmeé Fairbairn Foundation • Metropolitan Migrants Foundation • Paul Hamlyn Foundation 	<ul style="list-style-type: none"> • Sky News • BBC Asia Network 	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

24th April – 11th July 2019

Organisation / Topic	Publication & Weblink	Readership / Audience	Detail	Coverage	Date
Barking and Dagenham Post	5,157	The <i>Barking and Dagenham Post</i> ran a story on City Bridge Trust's grant to the Royal National Institute of Blind People to produce talking books for blind or partially sighted older people across the City. [Both viewable internally only].	Local	24/04	<i>Barking and Dagenham Post</i>
Ilford Recorder	140,811 (online unique monthly users)	As above	Local	25/04	<i>Ilford Recorder</i>
The London Economic	N/A	<i>The London Economic</i> ran a story about City Bridge Trust, the City of London Corporation's charitable funder, awarding £250,000 to support a Camden-based charity tackling youth homelessness. Alison Gowman, Chair of the City of London Corporation's City Bridge Trust Committee, was quoted.	Regional	26/04	<i>The London Economic</i>

Organisation / Topic	Publication & Weblink	Readership / Audience	Detail	Coverage	Date
Asian Lite	179,307	Dhruv Patel, who was elected yesterday as Chair of City Bridge Trust Committee, was quoted in an <i>Asian Lite</i> story. The piece reports that Dhruv has become the Committee's first Chairman of BAME origin. Deputy Chair Alison Gowman was also quoted.	National	09/05	Asian Lite
Hindustan Times	4,758,860	Further coverage of Dhruv Patel's election as Chair of the City Bridge Trust Committee appears this publication and Alison Gowman, Deputy Chair of the committee, is featured.	National	13/05	Hindustan Times
Business Standard	2,173,078	As above	National	13/05	Business Standard
The Tribune	6,695,022	As above	National	13/05	The Tribune
Greater Jammu	N/A	As above	National	13/05	Greater Jammu
NDTV	N/A	As above	Trade	13/05	NDTV
Eastern Eye	22,135	As above	National	13/05	Eastern Eye

Organisation / Topic	Publication & Weblink	Readership / Audience	Detail	Coverage	Date
Attitude	521,614	<i>Attitude</i> [link unavailable] reports that City Bridge Trust, the City of London Corporation's charitable funder, has awarded £300,000 to Opening Doors London, the capital's largest charity for older (50+) LGBT+ people to support a scheme that helps it represent the community's voice to service providers, policy makers, researchers, and the media. Dhruv Patel, Chair of City Bridge Trust Committee, is quoted.	Trade	13/05	<i>Attitude</i> [link unavailable]
Charity Times	134,487	City Bridge Trust, the City of London Corporation's charitable funder has issued a call to charities to design and deliver six-month pilot projects to develop the resilience of voluntary sector workers. <i>Charity Times</i> and report on the news which, it is hoped, will help protect the mental health of charity staff and volunteers.	Trade	15/05	Charity Times
Fundraising Magazine	196,119	As above	Trade	16/05	Fundraising
Third Sector	299,098	As above	Trade	16/05	Third Sector
BBC Asian Network	527,000	Dhruv Patel was interviewed by the <i>BBC Asian Network</i> about becoming the Committee's first Chairman of BAME origin. (Skip to 11.37).	National	22/05	BBC Asian Network

Organisation / Topic	Publication & Weblink	Readership / Audience	Detail	Coverage	Date
Civil Society	157,289	As above	Trade	23/05	Civil Society
South West Londoner	163,668	<i>SWlondoner</i> reported that Evolve Housing + Support have secured a £69,000 grant from the City Bridge Trust to provide 12-week in-house counselling sessions across its hostels in Croydon, Bromley, Lambeth, Merton and Kensington and Chelsea.	Regional	23/05	SWlondoner
Hackney Gazette	156,766	Further coverage appeared in <i>The Hackney Gazette</i> on the National Takeover Challenge, a programme allowing young adults aged 16 to 19 to work with NHS professionals to help shape health and social services. The project is a collaboration between Hackney Council, community groups, the City of London Corporation and the NHS. [viewable internally only]	Local	23/05	The Hackney Gazette
24Housing	157,715	<i>24Housing</i> referenced City Bridge Trust, the City of London Corporation's charity funder, in an article about Social and Sustainable Capital's new fund to invest in the provision of "safe, stable and appropriate" homes for vulnerable people and their families UK wide.	Trade	28/05	24Housing

Organisation / Topic	Publication & Weblink	Readership / Audience	Detail	Coverage	Date
Sky News	2,000,000	Deputy Chair of City Bridge Trust Alison Gowman was interviewed on <i>Sky News</i> about philanthropy and charity funding after MacKenzie Bezos, the ex-wife of Amazon boss Jeff Bezos, promised to give half her fortune to charity.	National	30/05	Sky News [Viewable internally only]
UK Fundraising	196,119	<i>UKFundraising</i> reports that Dhruv Patel has been elected as the first BAME Chairman of City Bridge Trust, the City of London Corporation's charitable funder. Alison Gowman, the Trust's Deputy Chair is referenced.	Trade	31/05	UKFundraising
Charity Update	N/A	As above	Trade	31/05	Charity Update
The Rooftop	N/A	<i>The Rooftop</i> reported that a new housing fund for charities and social enterprises worth over £26 million has been launched. City Bridge Trust was referenced	Trade	05/06	The Rooftop
Property Funds World	N/A	As above	Trade	05/06	Property Funds World
Evening Standard	5,870,019	The <i>Evening Standard</i> ran a story on a City Bridge Trust grant for a new campaign in London to tackle 'hidden crimes' such as modern slavery and domestic violence.	Regional	10/06	Evening Standard
The Big Issue	152,838	As above	National	12/06	The Big Issue

Organisation / Topic	Publication & Weblink	Readership / Audience	Detail	Coverage	Date
The London Post	97,997	As above	Regional	13/06	The London Post
Fundraising Magazine	196,119	<i>Fundraising Magazine</i> ran an article, in its June Edition, on Philanthropy in the City, which mentioned the City Corporation and City Bridge Trust. Alison Gowman, Deputy Chair of City Bridge Trust, was quoted. (Viewable internally only)	Trade	15/06	Fundraising Magazine
Fe News	13,418	<i>FE News</i> reported on a City Bridge Trust funded initiative for deaf children and babies. Dhruv Patel, Chair of the City Bridge Trust, was quoted.	Trade	18/06	FE News
Charity Times	134,587	City Bridge Trust Chair Dhruv Patel writes in <i>Charity Times</i> about the importance of valuing volunteers.	Trade	21/06	Charity Times
Financial News	510,648	<i>Financial News</i> (£) reported on the City of London Corporation taking part in the Pride in London parade celebrating the LGBT+ community for the second time. City Bridge Trust is referenced.	Trade	24/04	Financial News
Access and Mobility Professional	N/A	A piece is published in <i>Access and Mobility Professional</i> about a pilot scheme aimed at tackling the increase in elderly people falling for trading scams. The programme, funded by the City Bridge Trust, aimed to help more than 3,000 older people feel safer and more confident about spotting a scam in the future.	Trade	26/06	Access and Mobility Professional

Organisation / Topic	Publication & Weblink	Readership / Audience	Detail	Coverage	Date
City Matters	142,371	<i>City Matters</i> reported that City Bridge Trust has awarded a £90,000 grant to the national charity, Crimestoppers, to support its new London-wide initiative to encourage people to report 'hidden' crime. Alison Gowman, Deputy Chair of the City Bridge Trust Committee, was quoted.	Local	02/07	City Matters
Hackney Gazette	156,766	Dhruv Patel, Chair of the City of London Corporation's City Bridge Trust Committee, is quoted in a <i>Hackney Gazette</i> article about a City Bridge Trust grant of £150,000, which has been awarded to an east London charity to develop a tram shed into a community centre.	Local	03/07	Hackney Gazette
Docklands and East London Advertiser	191,191	As above	Local	04/07	Docklands and East London Advertiser
Hackney Citizen	156,766	As above	Local	11/07	Hackney Citizen
Charity Digital News	171,014	City Bridge Trust is referenced in an article in <i>Charity Digital</i> about an initiative launched to help small charities in London improve their digital skills and analysis of data.	Trade	11/07	Charity Digital

Appendix 3: Events attended

25^h April March to 5th July 2019

Date	Host Organisation	Type of Event	City of London's Representative	Location/Borough	Summary
30/04/19	Toynbee Hall	Launch event	Alderman Gowman and Julia Mirkin, Funding Manager	Tower Hamlets	Launch of 'The Resilience of People in Community-facing organisations' report by London Funders
07/05/19	Islington Giving	Identify Learning CBT requires from YGMP this year	Kate Moralee	Islington	Finalising learning required from YGMP 2019, in partnership with IG, BBC CiN, YBI.
10/05/19	CBT	IVAR research interview	Julia Mirkin, Funding Manager	City of London	interview with Richard Hopgood about funders' appetites to risk
17/5/2019	London Borough of Sutton	Meeting	Alison Gowman	L B of Sutton	Visit to meet Leader of Sutton with Catherine McGuinness
15/05/19	NCVO	NCVO Centenary Book Launch	Jenny Field	Cass Business School	

Date	Host Organisation	Type of Event	City of London's Representative	Location/Borough	Summary
17/05/19	Asian Voice Charity	Awards	Dhruv Patel	Hilton Park Lane	Mayor of London Sadiq Khan was the guest speaker
21/05/19	Trust for London (TfL)	Seminar	Ciaran Rafferty	TfL office, Moorgate	A seminar to discuss the issues for and value of disability-led organisations
21/05/19	Allen & Overy Law Firm	The Access to Justice Foundation's 'Sharing Solutions' Conference	Julia Mirkin, Funding Manager	City of London	Co-delivery of breakout session: 'Supporting health and wellbeing in your organisation'.
22/05/19	Gendered Intelligence	Workshop	Ciaran Rafferty	Paul Hamlyn Foundation, King's Cross	A workshop to meet members of the Trans community, to share thoughts and break down barriers
22/05/19	Prince's Trust	Working visit	Dhruv Patel	Morgan Stanley Centre in Poplar	A chance to see their work and catch up.

Date	Host Organisation	Type of Event	City of London's Representative	Location/Borough	Summary
23/5/2019	Leathersellers Livery	Dinner	Alison Gowman	Leathersellers' Hall	Dinner for charity partners
3/6/2019	Islington Giving	Reception and annual report	Alison Gowman	Fredericks Islington	Event to celebrate 10th anniversary and share future plans and annual report
5/6/2019	Prince's Trust	Breakfast	Alison Gowman David Farnsworth	Blackfriars Circus	Event to showcase new building and new aims hosted by Nick Stace, CEO of The Prince's Trust.
11/06/19	Association of Charitable Foundations	Seminar	Tim Wilson	Camden	A meeting for trustees of corporate foundations. Your officer attended as a member of Metropolitan's grant-making committee.
13/06/19	Bates Wells Braithwaite	Philanthropy Impact Event	Fiona Rawes	10 Queen St Pl, London EC4R 1BE	Impact Investing: Trends, Issues and Capabilities
15/06/19	Metropolitan Migration Foundation	Grants' committee meeting	Tim Wilson	Holloway	A regular meeting of Metropolitan's funding committee. Your officer is a member.

Date	Host Organisation	Type of Event	City of London's Representative	Location/Borough	Summary
17/6/2019	CBT	Strategy evening	Alison Gowman	Guildhall	Guest speaker James Noble of New Philanthropy Capital
19/6/2019	Prince's Trust	Advisory group meeting	Alison Gowman	Prince's Trust Poplar centre	Quarterly strategy meeting
25/06/19	MIND	Meeting	Julia Mirkin, Funding Manager	Newham	Meeting about Resilience with Alex Roberts, Head of Business Development
26/06/19	Trust for London	Summer reception	David Farnsworth and Jenny Field	SE1 9PX	Summer reception
27/06/19	Groundswell	Philanthropy Breakfast	David Farnsworth	The Westminster Foundation	
02/07/19 to 04/07/19	Action Learning Associates	Training	Kate Moralee	Southwark	Training in Action Learning Facilitation. External provider

Date	Host Organisation	Type of Event	City of London's Representative	Location/Borough	Summary
02/07/19	Clore Social Leadership	Clore and HEY debrief	Fiona Rawes	The National Lottery Community Fund, 1 Plough Place, Holborn, London EC4A 1DE	HEY100, Clore Social's 2018 place-based leadership programme in Hull and East Yorkshire. The programme brought together more than 150 leaders from charities, social enterprises, community businesses and cultural organisations.
03/07/19	Social Impact Institute	Launch evening	Alison Gowman	Guildhall	Launch new Institute
03/07/19	LocalMotion	LocalMotion	Jenny Field	Esmee Fairbairn Foundation, 5th Floor Kings Place, 90 York Way, London, N1 9AG	

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