



## The City Bridge Trust Committee

**Date:** THURSDAY, 26 SEPTEMBER 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  
Marianne Fredericks  
Deputy Jamie Ingham Clark  
Alderswoman Susan Langley  
Deputy Edward Lord  
Jeremy Mayhew  
Wendy Mead  
Paul Martinelli  
Deputy Richard Regan  
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:** 11 October 2019      28 November 2019      30 January 2020  
(Strategic Away Half-Day)

**Enquiries:** Joseph Anstee  
tel. no.: 020 7332 1480  
[joseph.anstee@cityoflondon.gov.uk](mailto:joseph.anstee@cityoflondon.gov.uk)

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

**Lunch will be served in the Private Members Dining Room at 12:30pm.**

**John Barradell  
Town Clerk**

# **AGENDA**

## **Part 1 - Public Agenda**

**1. APOLOGIES**

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

**3. MINUTES**

To agree the minutes and non-public summary of the meeting held on 25 July 2019.

**For Decision**  
(Pages 1 - 12)

**4. OUTSTANDING ACTIONS**

Report of the Town Clerk.

**For Information**  
(Pages 13 - 14)

**5. PROGRESS REPORT**

Report of the Chief Grants Officer and Director of City Bridge Trust (CGO)

**For Decision**  
(Pages 15 - 22)

**6. SUMMARY OF ANALYSIS OF LEARNING VISITS 2018/19**

Report of the CGO

**For Information**  
(Pages 23 - 28)

**7. GRANTS BUDGET AND APPLICATIONS TODAY**

Report of the CGO

**For Information**  
(Pages 29 - 32)

a) Grants Recommended Between £50,000 and £250,000

**For Information**  
(Pages 33 - 38)

b) Grants Recommended Over £250,000

**For Information**  
(Pages 39 - 40)

## **8. 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 41 - 46)

- a) Greater London Authority  
To be considered in conjunction with the non-public report and appendix at Item 15.
- b) Sheila McKechnie Foundation (Pages 47 - 50)
- c) Cardinal Hume Centre (Pages 51 - 54)
- d) Day-Mer Turkish/Kurdish Community Centre (Pages 55 - 56)
- e) Home-Start Barnet (Pages 57 - 58)
- f) Paddington Law Centre (Pages 59 - 62)
- g) St Hilda's East (Pages 63 - 64)
- h) Tamil Welfare Association (Newham) UK (Pages 65 - 66)
- i) Trussell Trust (Pages 67 - 70)
- j) Waltham Forest CAB (Pages 71 - 72)
- k) Action Space London Events (Pages 73 - 74)
- l) Attend (Pages 75 - 76)
- m) Black Prince Trust (Pages 77 - 78)
- n) Chinese Community Centre (Pages 79 - 80)
- o) Culpeper Community Garden (Pages 81 - 82)
- p) EcoACTIVE (Pages 83 - 84)
- q) Hackney Council for Voluntary Service (Pages 85 - 86)
- r) Hackney Council for Voluntary Service (Pages 87 - 88)
- s) Harmony House Dagenham CIC (Pages 89 - 90)
- t) Kentish Town City Farm Ltd (Pages 91 - 92)
- u) Living Streets (The Pedestrians Association) (Pages 93 - 94)

- v) National Youth Theatre of Great Britain (NYT) (Pages 95 - 98)
- w) Noah's Ark Children's Hospice (Pages 99 - 100)
- x) RIDC: Research Institute for Disabled Consumers (Pages 101 - 102)
- y) Sadler's Wells (Pages 103 - 106)
- z) The Kensington and Chelsea Foundation (Pages 107 - 108)
- aa) Voluntary Action Harrow (Pages 109 - 112)
- bb) Yarrow Housing Ltd (Pages 113 – 114)
- cc) Africa Advocacy Foundation (AAF) (Pages 115 - 116)
- dd) Business Disability Forum (Pages 117 - 118)
- ee) Centre 404 (Pages 119 - 122)
- ff) Grief Encounter (Pages 123 – 126)
- gg) Harrow Association of Disabled People (Pages 127 - 128)
- hh) Human Trafficking Foundation (Pages 129 - 132)
- ii) Jigsaw4u (Pages 133 - 134)
- jj) Pan Intercultural Arts Limited (Pages 135 - 138)
- kk) Share Community (Pages 139 - 140)
- ll) Southwark Day Centre for Asylum Seekers (Pages 141 - 142)
- mm) Spark Inside (Pages 143 - 144)
- nn) The Bike Project (Pages 145 - 146)
- oo) The Food Chain (Pages 147 - 148)
- pp) The Mix (Pages 149 - 150)
- qq) Volunteer Centre Kensington & Chelsea (Pages 151 - 152)
- rr) Buttle UK (Pages 153 - 158)

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

**For Decision/Information**

- a) Applications Recommended for Rejection (Pages 159 - 162)

- b) Funds Approved or Declined under Delegated Authority (Pages 163 - 166)
- c) Withdrawn and Lapsed Applications (Pages 167 - 170)
- d) Variations to Grants/Funds Awarded (Pages 171 - 172)
- e) Grants Analysis, Trends and Management (Pages 173 - 178)
- f) Report on Learning Visits (Pages 179 - 184)
- g) City Bridge Trust Communications and Events Attended (Pages 185 - 202)

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

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

**12. 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**

**13. NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 25 July 2019.

**For Decision**  
(Pages 203 - 204)

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

Report of the CGO

**For Information**  
(Pages 205 - 208)

**15. UPDATE ON ROUND 1 OF THE CORNERSTONE FUND AND A PROPOSED COLLABORATION WITH THE GLA TO INFORM ROUND 2**

Report of the CGO

**For Decision**  
(Pages 209 - 218)

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

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

This page is intentionally left blank

## THE CITY BRIDGE TRUST COMMITTEE

Thursday, 25 July 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)	Jeremy Mayhew
Alderman Alison Gowman (Deputy Chair)	Paul Martinelli
Marianne Fredericks	Deputy Dr Giles Shilson
Deputy Jamie Ingham Clark	Jannat Hossain (Co-opted Member)
Deputy Edward Lord	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
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
Sandra Jones	- The City Bridge Trust
Fiona Rawes	- The City Bridge Trust
Geraldine Page	- The City Bridge Trust
Samantha Grimmatt-Batt	- The City Bridge Trust
Ruth Feder	- The City Bridge Trust
Alice Hall	- The City Bridge Trust
Catherine Mahoney	- The City Bridge Trust
Andrew Buckingham	- Town Clerk's Department

### **1. APOLOGIES**

Apologies were received from Karina Dostalova, Simon Duckworth, Peter Dunphy, Wendy Mead and Ian Seaton.

The Committee gave thanks to Peter Dunphy for his service to the Committee on his last meeting as a Committee Member.

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

The Deputy Chair and Deputy Edward Lord declared interests by virtue of being trustees of Trust for London.

Deputy Edward Lord also declared an interest by virtue of being a former trustee of the British Refugee Council, and declared previous receipt of hospitality from Albert Kennedy Trust.

3. **MINUTES**

**RESOLVED** – That the public minutes and non-public summary of the meeting held on 9 May 2019 be agreed as an accurate record.

Matters Arising

In relation to Item 11, the Committee noted that corrections to the Risk Register had been circulated by email.

In relation to Item 12, the CGO advised that the thirteen items within the data that had not been assigned a geographical location were Strategic Initiatives, for which the data was not captured in the same way. The data for the thirteen items is being amended and grants will be assigned a geographic location within the datasets wherever possible going forward.

4. **OUTSTANDING ACTIONS**

The Committee received a list of outstanding actions, noting those which were on the agenda or were scheduled for a future date or meeting.

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

5. **PROGRESS REPORT**

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

Brexit Update

The CGO that preparations for Brexit within the charity sector were gaining momentum, particularly for a no-deal scenario, with focus on resilience planning relating to food and medicine. The CGO would continue to update Members on this.

'Telling Your Stories' Screening at the Barbican

The CGO advised the Committee of the event taking place on Thursday 10 October and invited Members to attend, with diary invitations to be circulated.

Mission Statement

The CGO outlined the work undertaken with Renaisi and advised the Committee of the recommended change of wording to the mission statement.

Update on Responding to the Resilience Risk

The CGO advised the Committee of the work undertaken so far, which was having good traction within the sector. The CGO thanked the Chairman for his help so far and for attending the selection panel for proposals.

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



- a) Note the report, and
- b) Agree to change the wording of the City Bridge Trust mission statement so that the term 'cohesive communities' is replaced by 'stronger, more resilient and thriving communities'.

**6. CURRENT BACKLOG IN BRIDGING DIVIDES APPLICATIONS**

The Committee considered a report of the CGO explaining a current backlog in applications experienced by City Bridge Trust which was compromising the target turnaround time of up to four months. The CGO introduced the report, outlining what remedial actions had been taken and made recommendations for further steps to enable City Bridge Trust to revert to the target turnaround times.

The Committee noted that the recommendation relating to delegated authority was subject to approvals of the Chamberlain and Court of Common Council. In relation to recommendation (d), the CGO advised that there may be a request for an uplift in the City Bridge Trust grants budget to £25million a year from next year, which coincided with the City Bridge Trust's 25<sup>th</sup> anniversary year.

Members were generally supportive of the proposals, but were reluctant to support the request in recommendation (d) for an uplift in City Bridge Trust's Local Risk budget against the backdrop of the wider Fundamental Review, although it was noted that this might apply differently to Bridge House Estates.

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

- a) Agree an increase the levels of delegated authority, as set out in paragraph 19 of the report, subject to the approval of the Chamberlain and the Court of Common Council;
- b) Agree to 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; with the first of these to follow from the Member's Away half-day on 30<sup>th</sup> October and the second, if needed, to be arranged at a later date.
- c) Agree that future strategic reviews should build in provisions to enable a smooth transition from one set of funding programmes to another; and
- e) Agree to 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.

**7. STRATEGIC DIRECTION FOR IMPACT AND LEARNING**

The Committee considered a report of the CGO setting out the strategic direction for City Bridge Trust's Impact and Learning function, comprising a proposed vision, goals and principles. Subject to approval of the strategic direction, an implementation plan would be presented to the Committee in

September 2019. The CGO introduced the report and drew Members' attention to the key points.

In response to a query from a Member, the CGO advised that City Bridge Trust had recently surveyed its grantees about the role of City Bridge Trust as funder, with the key takeaways being around messaging and support, making the product accessible and empowering grantees by making them part of City Bridge Trust strategy.

**RESOLVED** – That the City Bridge Trust Committee approve the strategic direction for City Bridge Trust's approach to Impact and Learning.

8. **REVIEW OF BRIDGING DIVIDES VALUES**

The Committee considered a report of the CGO summarising 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 officers. The CGO introduced the report and outlined the recommended changes to the Bridging Divides values.

Members were supportive of the Values proposals but suggested that the wording be reframed to acknowledge limitations and the aspiration of improvement and achieving those values.

**RESOLVED** – That, pending the suggested amendments, the City Bridge Trust Committee approve the recommended changes to the Bridging Divides values.

9. **FINANCIAL POSITION OF CBT IN RESPECT OF THE QUARTER ENDED 30TH JUNE 2019**

The Committee received a report of the CGO and the Chamberlain setting out CBT's position against budget for the quarter ended 30 June 2019.

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

10. **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.

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

In response to a query from a Member, the Committee was advised of the City Bridge Trust's policies under the Bridging Divides strategy with regards to continuation funding and fallow periods, concurrent grants and Strategic Initiatives.

a) **Community Links Bromley**

**APPROVED** £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.

b) **Body & Soul**

**APPROVED** £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.

c) **CLIC Sargent**

**APPROVED** £264,000 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.

d) **Ealing Law Centre**

**APPROVED** £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.

e) **Latin American Women's Rights Services (LAWRS)**

**APPROVED** £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.

f) **North Kensington Law Centre**

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

g) **Children England**

**APPROVED** £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.

h) **Claremont Project (Islington)**

**APPROVED** £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.

i) **Covent Garden Dragon Hall Trust**

The Committee noted a correction wherein the CGO confirmed that the amount recommended for approval was £66,000 and not £65,970.

**APPROVED** £66,000 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+.

j) **Crafts Council**

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

k) **CREATE London**

**APPROVED** £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.

l) **Headway East London**

**APPROVED** £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.

m) **Irish Elderly Advice Network**

**APPROVED** £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.

n) **Islington Boat Club (IBC)**

**APPROVED** £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.

o) **London Legal Support Trust**

**APPROVED** £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.

p) **St Gabriel's Parish House Trust**

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

q) **Stepney City Farm Ltd**

**APPROVED** £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.

r) **Stratford Circus Arts Centre**

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

s) **The French Protestant Church of London**

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

t) **The Horse Rangers Association (Hampton Court) Limited**

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

u) **Young Barnet Foundation**

**APPROVED** £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.

v) **Young Brent Foundation**

**APPROVED** £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.

w) **Young Ealing Foundation**

**APPROVED** £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.

x) **Young Harrow Foundation**

**APPROVED** £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.

y) **Young Westminster Foundation**

**APPROVED** £200,000 over five years (£60,000; £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.

z) **Advocacy in Greenwich**

**APPROVED** £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.

aa) **Albert Kennedy Trust**

**APPROVED** £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.

bb) **British Refugee Council**

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

cc) **Centrepont Soho**

**APPROVED** £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.

dd) **Embrace CVOC (Child Victims of Crime)**

**APPROVED** £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.

ee) **Evergreen Play Association Ltd**

**APPROVED** £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.

ff) **Islington Mind**

**APPROVED** £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.

gg) **Nafsiyat Intercultural Therapy Centre**

**APPROVED** £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.

hh) **Prison Advice and Care Trust**

**APPROVED** £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.

ii) **Shpresa Programme**

**APPROVED** £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.

jj) **St Clement and St James Community Development Trust**

**APPROVED** £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.

kk) **Sycamore Trust UK**

**APPROVED** £90,000 over two years (£46,000; £46,000) for a full time Family Services Coordinator and related overheads.

ll) **Trailblazers Mentoring Ltd**

**APPROVED** £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.

mm) **Waterloo Community Counselling**

**APPROVED** £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.

nn) **Strategic Initiative - London Legal Support Trust**

**APPROVED** £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.

oo) **Strategic Initiative - Participatory City Foundation**

**APPROVED** 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.

pp) **Strategic Initiative - Social Enterprise UK**

**APPROVED** 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.

The Committee noted that the total amount of funding approved was the largest amount ever approved by the City Bridge Trust Committee in a single meeting.

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

a) **Applications Recommended for Rejection**

The Committee considered a report of the CGO outlining a total of 35 grant applications that were recommended for rejection. The CGO advised that officers wished to withdraw the recommendation relating to the Terence Higgins Trust.

**RESOLVED** – That, excluding the withdrawal, 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 twenty expenditure items, totalling £300,860, which had been presented for approval under delegated authority to the CGO in consultation with the Chairman and Deputy Chair.

**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 ten applications which had been withdrawn or had lapsed.

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



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

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

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

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

The Committee received a report of the CGO providing an update on progress against the 2019/20 grants budgets and summarises those grants awarded and in management.

**RESOLVED** – That the report be 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.

In response to a query from a Member, the CGO reported that the workshop on Gendered Intelligence had been a fantastic event, which had illustrated the difficulties faced by the Trans community day-to-day and the need for strategic work and provision of support in London, which City Bridge Trust would look into in conjunction with other funders.

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

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

In response to a question from the Deputy Chair, the CGO gave Members an update on the Centre for Mental Health and Bridge to Work programme. The City Bridge Trust grant had been used to fund Individual Placement and Support (IPS) provision in Bromley and Newham, in order to forge links to support people with severe mental health difficulties into employment. The CGO advised that the NHS had subsequently announced their strategy to double IPS provision by 2021. Both hubs funded by City Bridge Trust had secured funding from the NHS and would be integral to the plans of their respective local CCGs. The CGO added that City Bridge Trust had been ahead of the curve in funding IPS provision, and that the funding had supported policy change, leading to a clear strategic outcome.

A Member advised the Committee that the Bridge House Estates Annual Report and Financial Statements prepared by the charity finance team had been excellent. Members recorded their thanks to officers for their hard work on this matter.

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

There was no other business.

15. **EXCLUSION OF THE PUBLIC**

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

<b>Item No.</b>	<b>Exempt Paragraphs</b>
16 - 17	3
18	3, 5
19 - 20	-

16. **NON-PUBLIC MINUTES**

**RESOLVED** – That the non-public minutes of the meeting held on 9 May 2019 be agreed as an accurate record.

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

The Committee received a report of the CGO.

18. **BRIDGE HOUSE ESTATES STRATEGIC REVIEW - UPDATE TWO**

The Committee received a report of the CGO.

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

There were no non-public questions.

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

There was no other business.

**The meeting closed at 2.50 pm**

-----  
Chairman

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

## The City Bridge Trust Committee – Outstanding Actions

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
1.	6 July 2018	<b>Outreach work with targeted Boroughs</b>	CBT Team	<b>November 2019</b>	Following a seminar with London Funders in March 2019 looking at ‘cold spots’ a follow up meeting will be held on 24 <sup>th</sup> September to examine practical ways forward. This will inform your strategy and approach.
2.	6 July 2018	<b>Investing in Londoners</b>	CBT Team / Town Clerk	<b>September 2019 Committee</b>	Advertising of the outcomes of the Investing in Londoners programme to be promoted via social media and an infographic, once all applications under this programme have been decided.
3.	7 September 2018	<b>Induction Process</b>	CBT Team / Town Clerk	<b>Spring 2019</b>	Review of the induction process to take place in Spring 2019 with Members and external co-opted Members (Timetable to be provided for Co-optees and Alderman Langley)
4.	9 May 2019	<b>Renaissi Review Recommendations</b>	CBT Team	<b>July-November 2019</b>	a) To develop two theories of Change in conjunction with Renaissi
5.	25 July 2019	<b>Strategic Direction for Impact and Learning</b>	CBT Team	<b>November 2019</b>	An implementation plan to be brought to the November meeting of the Committee

This page is intentionally left blank

<b>Committee:</b> City Bridge Trust (CBT)	<b>26<sup>th</sup> September 2019</b>
<b>Subject:</b> Progress Report	<b>Public</b>
<b>Report of:</b> Chief Grants Officer and Director of CBT (CGO)	<b>For Decision</b>

## Summary

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

- a) Changes to committee reporting and processes
- b) Small Grants Programme Review
- c) HR Update
- d) Anniversary of the Disability Discrimination Act
- e) Update on and reframing the wording of CBT Values
- f) Philanthropy House
- g) Grant Advisor UK
- h) Grantee impact and learning survey
- i) Responding to the Resilience Risk
- j) Brexit

## Recommendation

Members are asked to:

- a) Note the report.
- b) To agree that the requirement to include the Cost of Raising Funds (CoRF) in the grant's assessment finance table is removed

## Main Report

You will recall that you have agreed that each of the CBT Committee Meetings will begin with a presentation on a particular area of interest for the committee. Rachel Rank, CEO of 360Giving from 360Giving has kindly agreed to speak at the lunch prior to the Committee meeting.

360Giving supports organisations to publish their grants data in an open, standardised way and helps people to understand and use the data in order to support decision-making and learning across the charitable sector.

## Changes to committee reporting and processes

1. Following discussion with your Chair, several changes have been made to the format of your committee papers.
  - a) Grantee application forms are no longer provided within the main body of the papers.
  - b) The grant assessment reports continue to be included in the main body of the papers.
  - c) The details of grants recommended for approval between £50k and £250k are provided in a tabular format in a separate report. This includes strategic initiatives.
  - d) The proposed delegated authority levels that were approved by this committee in July, were presented to Court of Common Council on 12<sup>th</sup> September 2019. These were approved, subject to an amendment as indicated in italics below (the original wording has been struck through). Reports on grants approved under these new levels of delegation will be brought to your October meeting onwards.
    - (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, *in consultation with the Chair and Deputy Chair, with reference to the Chamberlain;*
    - (iii) Applications of more than £100,000 to be approved by the Committee
2. In the current finance table that is presented to you as part of the grant assessment report, the Cost of Raising Funds (CoRF) is included. It is proposed that moving forward this is not included as the information is not imperative to inform Member decisions, forward estimates are generally very difficult to verify, and this would simplify the Funding Manager assessment greatly. In those limited situations where a Funding manager is concerned within the expenditure in this area, this would be highlighted within the narrative.

### **Small Grants Programme Review**

3. Your Small Grants Programme was launched as part of Bridging Divides in April 2018. You will recall that it provides funding of up to £10,000 over one year for organisations with an income of £75,000 or less. It uses a shorter application form and the assessment process is designed to be a lighter touch but not a soft touch! Funding priorities are currently:
  - a) Greening and growing projects which bring communities together and improve the local environment.
  - b) Projects which enable disabled people and/or older people who are disadvantaged to actively participate in the arts, sports and health and well-being opportunities.
4. To date there have been 32 applications received with 15 funded, 14 declined and 3 under assessment – a success rate which mirrors that on your “main” programmes and is good within the grant-making sector as a whole.

5. It was always intended that the Programme be reviewed after a full year of operation to determine if the criteria, processes and reach were the best they could be. The intention was to bring a review report to this Committee but there are a number of meetings and events within the sector this month (September) which might have an important bearing on the eventual recommendations – such as the London Funders meeting to discuss how funders can better support those boroughs with a low uptake of grants (the “Cold Spot” boroughs); a meeting of funders arranged by Consortium to discuss funding to the LGBT+ sector (and to incorporate the data from your recent commissioning of the interactive map of LGBT services in London); and a recent survey of funders of small grants, undertaken by London Funders on behalf of the Trust.
6. It is intended to discuss the learning from the survey and from these meetings within the staff team prior to taking a report to your November Committee with recommendations for how to amend the Small Grants Programme to make it as relevant and effective as possible.

### **HR Update**

7. Anita Williams, a CBT Funding officer left the Trust on 6<sup>th</sup> September. Anita had been with the Trust for over 13 years, so I would like to take this opportunity to formally thank Anita for all her hard work over the years.

### **Anniversary of the Disability Discrimination Act**

8. Next year (2020) will mark the confluence of two significant anniversaries. It will be the 25th anniversary of CBT and the 25th anniversary of a landmark piece of legislation: the Disability Discrimination Act. CBT can rightly be proud of all it has done to support disabled people across a broad spectrum of projects and programmes over the last 25 years. The Trust has provided vital support to many organisations that seek to make society a more equitable place for disabled people.
9. CBT has funded projects that have successfully empowered people to avert crisis and that support the most disempowered who are in the very depths of crisis. CBT has actively embraced the spirit of the DDA and has used its resources to support both the proactive and reactive; the progressive and the pressing.
10. Over the last 25 years CBT has supported support disabled people across London and remains committed to creating a more equitable society for all through its programmes such as Bridge to Work (and others).
11. Recent research shows the needs to support people with disabilities remains as great as ever, as tax and welfare reforms mean that disabled households will lose out substantially. Households where someone is disabled will receive £1,910 a year less on average. Households with both children and a disabled person will be particularly affected, receiving £3,760 a year less on average by 2021-22 – a 9.8% loss.

12. In order to take advantage of this important anniversary, and increasing needs, we will seek opportunities to communicate CBT's impact in this area and lessons learnt and use the occasion to flag continuing needs and trends for people in the Capital living with disabilities. We will investigate, with our partners in the disability fora, where the optimum chance lies to have the greatest impact.

### **Update on and reframing the wording of CBT Values**

13. In July, this Committee considered a report of your CGO, authored by your joint Heads of Impact and Learning, summarising 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 officers. Your CGO introduced the report and outlined the recommended changes to the Bridging Divides values.
14. Members were supportive of the Values proposals but suggested that the wording be reframed to acknowledge limitations and the aspiration towards continuous improvement in achieving those values. A Member questioned that "representative" had been removed as a value, as had feedback from your officers, so in the spirit of Bridging Divides being a strategy that learns and adapts, it is now reinstated. The final values are therefore:
15. We aim to be: inclusive, representative, environmentally responsible, collaborative, adaptive and progressive.
16. Your learning partner, Renaisi, is drafting a framework to ensure that the values are implemented as a golden thread through all of our activity. A group of your officers, led by your Philanthropy Director and your Deputy Director, will implement this framework to ensure it has traction both within the team and the Corporation, as well as with our external stakeholders.

### **Philanthropy House**

17. An update on Philanthropy House is provided in a non-public appendix to this report.

### **Grant Advisor UK**

18. CBT is taking part in a pilot of 'Grant Advisor UK', an online service that aims to facilitate open and honest feedback between grant makers and third sector organisations by collecting anonymous, authentic, real-time comments of grantseekers' experience of working with grant makers (somewhat like tripadvisor but for grant-making). The service is already successfully running in the US and Centre for the Acceleration of Social Technology (CAST) is piloting a UK version. 10 other funders are already taking part in the pilot including Esmée Fairbairn Foundation, Paul Hamlyn Foundation and the National Lottery Community Fund.



19. Taking part is an important part of our accountability to Londoners and the civil society sector and helps us live our value of being 'progressive'. We hope it will provide us with useful feedback outside of the usual grantee-funder power dynamic to help us continually improve our practice.
20. You can view CBT's profile here: <https://grantadvisor.org.uk/profile.php?ein=980> and the main Grant Advisor website here: <https://grantadvisor.org.uk/>

## Grantee impact and learning survey

21. In June 2019, CBT asked current grantees to take part in a survey to identify key strengths and weaknesses of CBT's current impact and learning work as well as any changes grantees would like to see. The survey received a high response rate (157 of the 405 organisations contacted) and gave a largely positive picture on current practices. A full analysis has been completed by Renaisi and will be used to shape CBT's impact and learning strategy. Due to the richness of these findings and those from staff consultation your impact and learning team will now present these findings at your November 2019 meeting.
22. Headline survey findings provide a largely positive picture. In general grantees felt the Trust has a good approach to monitoring and evaluation. The monitoring form is easy to use and CBT is flexible to individual needs. Some grantees specifically said that CBT's requirements are reasonable and appropriate – a natural extension of what the grantees are already doing internally. Encouragingly, grantees felt that the Trust is open to having honest conversations and generally felt they can let CBT know where things have not gone well and seek advice without feeling it will threaten the grant.
23. There are however areas for improvement or exploration. Grantees felt that the Trust needs to strengthen its communication with grantees both in terms of providing feedback and in terms of giving more information about our expectations and how we will use the information provided.
24. Moving forward the written report remained a popular way to report to the Trust. However, some grantees would like to include more visual outputs and longer case studies. Grantees were also keen for CBT staff to visit their organisations more often.
25. Around a third of grantees felt that receiving online support and guidance on monitoring and evaluation from the Trust was important and some would like other support including convening opportunities with other grantees, good practice case studies and training.



26. Interestingly a significant minority did not feel CBT had a role in supporting their monitoring and evaluation work. This may reflect the diversity of organisations CBT funds and the relative impact of CBT funding, and may also reflect organisational capacity and focus.
27. When asked how CBT can best use and value the data, information and knowledge it holds, the most popular response was to influence policy makers and funders; bring together organisations working on similar issues; and to share the Trust's findings.
28. The survey findings and grantee ideas will be fully explored as part of the implementation of the impact and learning strategy.

### **Responding to the Resilience Risk**

29. Further to the update in your July papers on the Responding to the Resilience Risk initiative (RRR), the selection panel met on 23/08/19 to consider the nine shortlisted proposals to support and develop the resilience of frontline staff. The panel recommended funding six of the nine proposals, which together have a recommended funding value of £78,990, which is well inside the total £100K grants budget for this initiative.
30. Renaisi, your Learning Partner for Bridging Divides, successfully tendered and completed a selection process for the evaluation contract for RRR. Initial work for the evaluation contract is underway and baseline data is currently being collected. The six groups selected to take part in the pilots are: The ClementJames Centre; Fine Cell Work; Mind in the City, Hackney and Waltham Forest; The Listening Place; Toynbee Hall and Just for Kids Law. Five of these groups are known to CBT with the exception being Just For Kids Law.
31. Pilots are due to get underway in early October and culminate in March 2020. Renaisi will evaluate the six pilots with a view to having initial findings ready for a learning event in May 2020, during Mental Health Awareness Week. Your officer continues to engage with the Resilience forum convened by London Funders. A more detailed evaluation report will be published in August 2020.

### **Brexit**

32. CBT has remained in close contact with other funders through our membership of London Funders (the umbrella organisation for funders in London including all the boroughs, London Councils and the GLA). An extract from their recent update is included below for your information:
33. *"We've been surveying members about how prepared funders are for Brexit, whether they have seen any positive or negative impacts related to Brexit already, and what is on their radar in relation to Brexit developments - especially given that a no deal is looking increasingly likely."* Their survey is still open if you haven't already fed in your views - [click here](#) to answer eight key questions.

34. The results of the London Funders survey of how prepared funders are for Brexit is as follows: *‘only one in five of our member funders is actively involved in a planning or preparedness group for Brexit (20.8%), and three in five don’t feel prepared (with 36.5% of respondents saying they felt “prepared” and just 3.8% said “very prepared”)*.
35. London Funders also asked whether funders had seen any impact (positive or negative) related to Brexit already, with two in five saying they had (41.5%). The majority of responses were not on the positive side – people reported:
- a) increased demand for advice provision (and thus funding for this)
  - b) concerns about settled status (with vulnerable groups such as looked-after children highlighted)
  - c) community cohesion and funding being needed to support work in communities
  - d) grantees reporting challenges with workforce (e.g. on adult social care)
  - e) greater uncertainty about funding streams (be this the future of ESF, or the impact of Brexit on investments)
  - f) concern that individual and corporate donors were holding back decisions on community investment (or were moving away from investing in the UK)
  - g) and wider concerns about how linked political developments (such as the one-year spending review) would impact on the ability of local authorities and others to plan ahead.
36. Looking ahead, 94.3% of respondents identified concerns for how Brexit may negatively impact on their work – alongside the issues people said they were already seeing, additional points around data, food, hate crime, health, advice and other sectors being affected, together with concerns about the economic environment, the likely increase in the volume of funding applications, and the continued need to invest to address inequality and poverty.
37. In response to the survey London Funders are hosting the following meetings:
- a) *Community cohesion* – with colleagues from the Ministry of Communities, Housing and Local Government – 26th September
  - b) *ESF and European funds* – with colleagues from London Councils – 26 September
  - c) *Food* – with colleagues from the Trussell Trust – 8th October
  - d) *Health and social care* – speaker from public health, tbc – 9th October
38. London Funders will then hold a meeting on October 16th to bring together all of these issues, so that they can consider any cross-cutting themes, and also explore the options for how we can work together (including looking at what options there could be for collaboration between funders, and how London Funders can support you to make this happen).
39. The rest of the sector has been thinking about the implications of a no deal Brexit as well. A letter has recently been published, coordinated by ACEVO and co-signed by charity leaders, warning [against a no deal Brexit](#) and expressing grave concerns on the impact it will have on civil society.

**David Farnsworth**

CGO

T: 020 7332 1103

E: [David.Farnsworth@cityoflondon.gov.uk](mailto:David.Farnsworth@cityoflondon.gov.uk)

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

Committee	Dated:
City Bridge Trust Committee	11 <sup>th</sup> September 2019
Subject: Review of 2018 / 19 Learning Visits	Public
Report of: Chief Grants Officer & Director of City Bridge Trust (CGO)	For information
Report author: Ruth Feder / Jemma Grieve Combes Head of Impact and Learning, City Bridge Trust	

## Summary

Over the summer, your officers commissioned CBT's learning partner, Renaisi, to analyse and draw out learning from the 2018/19 learning visit reports. We also asked them to make recommendations for changes to the learning visit approach that would enable the Trust to better generate learning in line with the impact and learning strategy.

The report below summarises the findings from Renaisi's report. It provides examples of benefits to which the grant has contributed, learning identified by grantees and Funding Managers, and areas identified for total assets support. Finally, there are recommendations for the Heads of Impact and Learning, to capitalise on the opportunities for learning and connecting through learning visits and improve the quality of the learning generated. Officers will consider these as part of the wider impact and learning strategy implementation to ensure we take a more strategic approach to impact and learning.

## Recommendation

Members are asked to:

- Receive this report and note its contents.

## Background

1. Each year, CBT Funding Managers make 40 learning visits to funded organisations to understand better the work that grantees are doing and to identify successes, challenges and trends to shape and inform the Trust's wider work. These visits are also to meet the expressed need of grantees for face to face contact with CBT. Upcoming learning visit details are sent to CBT Committee Members monthly so they can choose to attend and see first-hand the work of funded organisations.

2. The annual selection of grantees to visit is made to cover a range of thematic and geographical areas – including grantees from the Trust’s main grants under Investing in Londoners and Bridging Divides.<sup>1</sup>
3. Funding Managers have reported enjoying the time spent on visits, but they have also reported not finding the visits helpful in their current format. The recent grantee survey showed that funded organisations are keen for CBT to visit their organisations, but some grantees have reported that they are unclear about the purpose of the visits. During April 2018, when in post as Chair, Alison Gowman suggested improving learning visit reports to enable easier identification of themes across organisations.
4. Two learning visit reports are shared with Committee at each meeting, but the learning generated from the visits has not been analysed regularly.

### Findings – impact for grantees and beneficiaries

5. Individual visits are rich in learning and provide Funding Managers and grantees with an opportunity to connect, gain and give support. Written reports provide a record of this learning which can be shared with other members of the team and Committee members. However, when analysing the learning reports, it was difficult for Renaisi to identify many overarching themes due to differences in the way the reports were completed, the fact that visits took place at different points on the funding journey, and the variety of projects. Instead they highlighted types of impact for grantees and provided examples of these, as well as examples of benefits for beneficiaries; summarised in Tables 1 and 2:

**Table 1 – Impact for grantees**

Type of impact	Example
Improvement in <b>capacity to run their project</b>	Sustain felt that they could run their Capital Growth project in a more effective way since receiving the CBT grant.
Development of <b>new partnerships</b>	Independent Living Agency felt having time to develop new partnerships helped them provide more services for disabled adults
Being recognised as a <b>trusted organisation</b> within a certain community	Shpresa felt that the grant helped them to be recognised as a trusted organisation within the Albanian-speaking community.

---

<sup>1</sup> It excludes access audits, eco audits, anniversary programme and capital grants but may include some Stepping Stones grants and strategic initiatives.



The opportunity to <b>expand their services</b>	Open Door, Young People's Consultation Service said that the CBT funding allowed them to implement their delivery model in a different place with a different population.
The opportunity to <b>refine new ways of working</b>	Neighbours in Poplar felt the grant enabled them to expand the services offered, develop new partnerships as well as provide new programmes offering a more holistic service.

**Table 2 – Examples of impact on beneficiaries**

<b>Name of organisation</b>	<b>Example of impact on beneficiaries</b>
Age UK Wandsworth	After accessing the funded service, 41% of respondents reported that their <b>confidence had improved</b> and 88% said they were <b>more confident about going for help and knowing where to go</b> .
Roma Support Group	Their service has been well used and that they have been able to <b>raise awareness among professionals</b> who now accept that the Roma community has specific mental health needs.
Sustain (gardening project)	Of volunteers using the service, 93% reported <b>improved mental health</b> and 88% that it had <b>improved their physical health</b> .
St Clement and St James Community Development Project	Helped 130 learners <b>achieve their ESOL accreditation</b> (with 96 being their target).

### **Findings: Learning and information for grantees and CBT**

- Learning and information gained through learning visits was drawn out by Renaisi and varied across grants, either being specific to the area working in,

to a particular sector or to the organisation itself. Some examples of learning which may benefit CBT's grant making decisions and practise are set out below:

- Some grantees struggle to **collect the correct monitoring and evaluation data** and see **a need to develop these processes**.
- More families are struggling to deal with the day to day stresses due to **poor housing and changes to benefits systems**.
- One grantee has learnt more about the **needs of trafficked and abused women within their community and in general**.
- One grantee recognised that **older people in need** (people in their 60s still of working age but not working or in very low paid part-time work) **are experiencing more complex issues**. The grantee felt that due to this there are higher demands on the grantee's time and they have to deal more frequently with complex cases.
- Some grantees requested **better communication from CBT** to set the scene at the start and throughout the funding period.

### **Total assets opportunities**

7. During the learning visits, Funding Managers identified areas that grantees may need additional (non-financial) support, with the aim of providing this through the Bridging Divides' Total Assets Approach.

Areas of need identified are:

- **Networking opportunities** with other grantees, funders and organisations for volunteer recruitment or partnership.
- **Dissemination of information** about grantees' work
- Training in **monitoring and evaluation** techniques and **funding and fundraising** and mock- interviews for funding applications.
- **Mentoring and coaching** for senior staff.

### **Conclusions**

8. The current learning visit approach is useful for identifying case studies of specific projects, maintaining a positive relationship between Funding Manager and Grantee and to some extent generalizing needs for further support.

9. However, the differences in how reports are completed, the wide variety of types of project and organisation that are funded by the Trust, and lack of focus on specific topics or questions that the Trust wants to learn about, it is difficult to extrapolate broader learning from these visit reports.

### **Next steps – for Heads of Impact and Learning**

10. The Heads of Impact and Learning will use the full learning visit analysis alongside other data, including the grantee survey, staff consultation outputs and staff surveys, to shape the impact and learning strategy and implementation plan so that our approach to learning meets the needs of our internal and external stakeholders. In particular we will:

- Prioritise organisational wide areas of learning and use these to plan the types of learning activities to be delivered and how they may best support these areas of learning.

Consider specific recommendations from Renaisi which could include:

- Developing different types of learning visits for different stages of the funding journey.
- Making reports more consistent and easier to compare and reviewing the best type of data to collect.
- Planning and comparing learning visits across similar organisations or types of client group.

Ruth Feder / Jemma Grieve Combes

Heads of Impact and Learning

City Bridge Trust

[impact@cityoflondon.gov.uk](mailto:impact@cityoflondon.gov.uk)

Tel: 020 7332 1161

This page is intentionally left blank

# Agenda Item 7

<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	26 <sup>th</sup> September 2019
<b>Subject:</b> Grants Budget and Applications today	<b>Public</b>
<b>Report of:</b> Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Information</b>
<b>Report author:</b> Jemma Grieve Combes, Head of Impact and Learning	

## Summary

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

## Recommendations

Members are asked to:

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

## Main report

1. 58 grant recommendations will be dealt with at today's meeting, including 44 grant recommendations for your decision today (see section 8 of today's papers). 14 grants are to be noted as approved by delegated authority since your last meeting (section 9b) of today's papers).

<b>Table 1: Today's recommendations</b>						
<b>Action</b>	Bridging Divides		Cornerstone and Bridge Fund		Total	
	Nº	£	Nº	£	Nº	£
Grant recommendations for today's decision	42	5,368,410	2	139,000	44	5,507,410
Approved by delegated authority up to £10,000	12	46,819	0	0	12	46,819
Approved by delegated authority from £10,001 - £25,000	0	0	0	0	0	0
Approved by delegated authority from £25,001 - £50,000	2	53,400	0	0	2	53,400
<b>Total</b>	<b>56</b>	<b>5,468,629</b>	<b>2</b>	<b>139,000</b>	<b>58</b>	<b>5,607,629</b>

2. A further 20 applications are either recommended for rejection, rejected by delegated authority or have been withdrawn or lapsed (sections 9a and 9c of today's papers).

<b>Table 2: Today's rejections</b>			
<b>Action</b>	Bridging Divides	Cornerstone and Bridge Fund	Total
	Nº	Nº	Nº
Recommended for rejection	10	0	10
Delegated small grant and eco audit rejections (to note)	2	0	2
Withdrawn (to note)	7	0	7
Lapsed (to note)	1	0	1
<b>Total</b>	<b>20</b>	<b>0</b>	<b>20</b>

3. There is 1 new variation to a grant award 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 £4,666,605 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. 3 grants have been approved in 2019/20 to date and 2 applications under your Cornerstone Fund are brought to today's meeting.

<b>Table 3: Overall spend against 2019/20 total grants budgets</b>						
	Bridging Divides		Cornerstone and Bridge Fund		Total	
<b>Budget</b>		£		£		£
2018/19 designated fund <sup>1</sup>		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
<b>Total budget</b>		<b>19,332,657</b>		<b>1,936,620</b>		<b>21,269,277</b>
Grants awarded in 2019/20	9,108,846		633,230		9,742,076	
Funds designated but not yet awarded <sup>2</sup>	155,925				155,925	
Less 2019/20 variations to date <sup>3</sup>	(66,648)		0		(66,648)	
Net grant commitments 2019/20 to date		9,198,123		633,230		9,831,353
Remaining budget 2019/20		<b>10,134,534</b>		<b>1,303,390</b>		<b>11,437,924</b>
<b>Today's meeting</b>						
Grant commitments		5,468,629		139,000		5,607,629
Non-grant commitments <sup>4</sup>		0		0		0
<b>Today's meeting total</b>		<b>5,468,629</b>		<b>139,000</b>		<b>5,607,629</b>
Less today's variations	(600)		0		(600)	
Remaining budget 2019/20 after today's meeting		4,666,605		1,164,390		5,830,895

Jemma Grieve Combes, Head of Impact and Learning  
T: 020 7332 3174 E: [jemma.grievecombes@cityoflondon.gov.uk](mailto:jemma.grievecombes@cityoflondon.gov.uk)

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.

This page is intentionally left blank



<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	26 <sup>th</sup> September 2019
<b>Subject:</b> Grants 50k - £250k for approval	<b>Public</b>
<b>Report of:</b> Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Information</b>
<b>Report author:</b> Scott Nixon, Head of Director's Office	

## Summary

This report advises members of funds recommended for approval for amounts between £50k and £250k. This includes strategic initiatives. Assessment reports for all grants recommended for approval within this report are provided in Annex 1.

## Recommendation

Members are asked to:

- Receive this report and approve the recommended amounts

## Main Report

Member approval is requested for all applications between £50,000 and £250k, summarised in this report.

The total amount of expenditure and number of items to be approved under are shown in Table 1.

Applications to be considered comprise of Bridging Divides and Cornerstone Fund applications.

Scott Nixon  
Head of Director's office  
020 7332 3722, [Scott.nixon@cityoflondon.gov.uk](mailto:Scott.nixon@cityoflondon.gov.uk)

Applications to be approved - Table 1

**Bridging Divides and Cornerstone Fund Applications, 50k – 250k**

<b>Ref</b>	<b>Grant Organisation</b>	<b>Amount requested</b>	<b>Programme Area</b>	<b>Funding Manager</b>	<b>Location of Organisation</b>	<b>Amount recommended for approval</b>
15352	Home-Start Barnet	£55,455	Advice and Support	Samantha Grimmett-Batt	Barnet	£55,400
15386	Spark Inside	£57,500	Positive Transitions	Jack Joslin	Camden	£57,500
15581	Sheila McKechnie Foundation	£59,000	Cornerstone Fund	Jenny Field	Lambeth	£59,000
15239	Tamil Welfare Association (Newham) UK	£68,000	Advice and Support	Sandra Jones	Newham	£68,000
15010	EcoACTIVE	£70,000	Connecting the Capital	Sandra Jones	Hackney	£70,000
15552	Cardinal Hume Centre	£72,600	Advice and Support	Sandra Davidson	Westminster	£72,600
15339	Africa Advocacy Foundation (AAF)	£74,273	Positive Transitions	Geraldine Page	Lewisham	£74,280
15348	Southwark Day Centre for Asylum Seekers	£78,200	Positive Transitions	Kate Moralee	Southwark	£78,200

<b>Ref</b>	<b>Grant Organisation</b>	<b>Amount requested</b>	<b>Programme Area</b>	<b>Funding Manager</b>	<b>Location of Organisation</b>	<b>Amount recommended for approval</b>
15617	Greater London Authority	£80,000	Cornerstone Fund	Jenny Field	Southwark	£80,000
15391	Attend	£88,628	Connecting the Capital	Kate Moralee	Westminster	£80,700
15336	Chinese Community Centre	£98,916	Connecting the Capital	Sandra Davidson	Westminster	£81,000
15367	St Hilda's East	£81,545	Advice and Support	Sandra Jones	Tower Hamlets	£81,600
15347	Kentish Town City Farm Ltd	£82,800	Connecting the Capital	Lily Brandhorst	Camden	£82,800
15342	Action Space London Events	£82,680	Connecting the Capital	Ciaran Rafferty	Camden	£83,000
15516	Centre 404	£84,779	Positive Transitions	Sandra Davidson	Islington	£84,800
15553	Noah's Ark Children's Hospice	£85,905	Connecting the Capital	Ciaran Rafferty	Barnet	£86,000
14955	The Mix	£90,000	Positive Transitions	Tim Wilson	Westminster	£90,000
15312	Harmony House Dagenham CIC	£155,000	Connecting the Capital	Jenny Field	Barking & Dagenham	£91,500
15058	Volunteer Centre	£109,713	Positive Transitions	Shegufta Slawther	Kensington & Chelsea	£93,000

Ref	Grant Organisation	Amount requested	Programme Area	Funding Manager	Location of Organisation	Amount recommended for approval
	Kensington & Chelsea					
15398	Yarrow Housing Ltd	£93,577	Connecting the Capital	Kate Moralee	Hammersmith & Fulham	£94,000
15359	Waltham Forest CAB	£98,545	Advice and Support	Tania Bronstein	Waltham Forest	£98,500
15408	National Youth Theatre of Great Britain (NYT)	£100,000	Connecting the Capital	Kate Moralee	Islington	£100,000
15223	RiDC: Research Institute for Disabled Consumers	£100,000	Connecting the Capital	Samantha Grimmett-Batt	Islington	£100,000
15171	Culpeper Community Garden	£101,273	Connecting the Capital	Lily Brandhorst	Islington	£101,270
15000	The Bike Project	£104,568	Positive Transitions	Shegufta Slawther	Southwark	£106,800
15213	Pan Intercultural Arts Limited	£107,000	Positive Transitions	Geraldine Page	Camden	£107,000
15389	Paddington Law Centre	£107,249	Advice and Support	Sandra Davidson	Westminster	£107,250

<b>Ref</b>	<b>Grant Organisation</b>	<b>Amount requested</b>	<b>Programme Area</b>	<b>Funding Manager</b>	<b>Location of Organisation</b>	<b>Amount recommended for approval</b>
15166	Day-Mer Turkish /Kurdish Community Centre	£99,796	Advice and Support	Tania Bronstein	Hackney	£111,960
15322	Human Trafficking Foundation	£341,406	Positive Transitions	Kate Moralee	Southwark	£123,000
15019	Share Community	£130,460	Positive Transitions	Shegufta Slawther	Wandsworth	£130,500
15313	Grief Encounter	£132,727	Positive Transitions	Gilly Green	Barnet	£132,800
15209	Living Streets (The Pedestrians Association)	£135,256	Connecting the Capital	Shegufta Slawther	Tower Hamlets	£135,250
15203	Jigsaw4u	£159,470	Positive Transitions	Gilly Green	Merton	£158,000
15178	Voluntary Action Harrow	£158,943	Connecting the Capital	Lily Brandhorst	Harrow	£158,940
15368	The Kensington and Chelsea Foundation	£185,000	Connecting the Capital	Samantha Grimmett-Batt	Kensington & Chelsea	£185,000
15286	Harrow Association of Disabled People	£198,879	Positive Transitions	Samantha Grimmett-Batt	Harrow	£198,900

Ref	Grant Organisation	Amount requested	Programme Area	Funding Manager	Location of Organisation	Amount recommended for approval
15063	Hackney Council for Voluntary Service	£225,000	Connecting the Capital	Sara Masters	Hackney	£200,000
15174	Hackney Council for Voluntary Service	£140,679	Connecting the Capital	Sara Masters	Hackney	£224,000
15356	Business Disability Forum	£248,250	Positive Transitions	Ciaran Rafferty	Southwark	£248,000

Total: £4,543,072

Total: £4,290,550

### Strategic Initiatives, 50k – 250k

Ref	Grant Organisation	Amount requested	Programme Area	Funding Manager	Location of Organisation	Amount recommended for approval
15580	Buttle UK	£88,900	Strategic Initiative	Jenny Field	Westminster	£88,900

<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	26 <sup>th</sup> September 2019
<b>Subject:</b> Grants of £250k or above for approval	<b>Public</b>
<b>Report of:</b> Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Information</b>
<b>Report author:</b> Scott Nixon, Head of Director's Office	

## Summary

This report advises members of funds recommended for approval for amounts over £250k. Assessment reports for all grants recommended for approval at Annex 1.

## Recommendation

Members are asked to:

- Receive this report and approve the recommended amounts

## Main Report

Member approval is requested for all applications of over £250k, summarised in this report.

The total amount of expenditure and number of items to be approved under are shown in Table 1.

Applications to be considered comprise of Bridging Divides applications.

Scott Nixon  
Head of Director's office  
020 7332 3722, [Scott.Nixon@cityoflondon.gov.uk](mailto:Scott.Nixon@cityoflondon.gov.uk)

## Applications to be approved - Table 1

### Bridging Divides Applications, over 250k

Ref	Grant Organisation	Amount requested	Programme Area	Funding Manager	Location of Organisation	Amount recommended for approval
14935	The Food Chain	£266,250	Positive Transitions	Shegufta Slawther	Camden	£266,250
15073	Sadler's Wells	£545,200	Connecting the Capital	Kate Moralee	Islington	£267,360
15298	Black Prince Trust	£289,610	Connecting the Capital	Sandra Jones	Lambeth	£276,650
15294	Trussell Trust	£317,715	Advice and Support	Tim Wilson	Camden	£317,700

Total: £1,418,775

Total: £1,127,960



## INDEX OF GRANT RECOMMENDATIONS

	Ref No.	Organisation	Requested Amount	Recommend. Amount
<b><u>Cornerstone Fund</u></b>				
1)	15617	Greater London Authority (Non-Public)	£80,000	£80,000
2)	15581	Sheila McKechnie Foundation	£59,000	£59,000
<i>Total Cornerstone Fund</i>			£139,000	£139,000
<b><u>Bridging Divides</u></b>				
<b><u>Advice and Support</u></b>				
3)	15552	Cardinal Hume Centre	£72,600	£72,600
4)	15166	Day-Mer Turkish /Kurdish Community Centre	£99,796	£111,960
5)	15352	Home-Start Barnet	£55,455	£55,400
6)	15389	Paddington Law Centre	£107,249	£107,250
7)	15367	St Hilda's East	£81,545	£81,600
8)	15239	Tamil Welfare Association (Newham) UK	£68,000	£68,000
9)	15294	Trussell Trust	£317,715	£317,700
10)	15359	Waltham Forest CAB	£98,545	£98,500
<i>Total Advice and Support</i>			£900,905	£913,010
<b><u>Connecting the Capital</u></b>				
11)	15342	Action Space London Events	£82,680	£83,000
12)	15391	Attend	£88,628	£80,700
13)	15298	Black Prince Trust	£289,610	£276,650
14)	15336	Chinese Community Centre	£98,916	£81,000
15)	15171	Culpeper Community Garden	£101,273	£101,270

## INDEX OF GRANT RECOMMENDATIONS

	Ref No.	Organisation	Requested Amount	Recommend. Amount
16)	15010	EcoACTIVE	£70,000	£70,000
17)	15063	Hackney Council for Voluntary Service	£225,000	£200,000
18)	15174	Hackney Council for Voluntary Service	£140,679	£224,000
19)	15312	Harmony House Dagenham CIC	£155,000	£91,500
20)	15347	Kentish Town City Farm Ltd	£82,800	£82,800
21)	15209	Living Streets (The Pedestrians Association)	£135,256	£135,250
22)	15408	National Youth Theatre of Great Britain (NYT)	£100,000	£100,000
23)	15553	Noah's Ark Children's Hospice	£85,905	£86,000
24)	15223	RiDC: Research Institute for Disabled Consumers	£100,000	£100,000
25)	15073	Sadler's Wells	£545,200	£267,360
26)	15368	The Kensington and Chelsea Foundation	£185,000	£185,000
27)	15178	Voluntary Action Harrow	£158,943	£158,940
28)	15398	Yarrow Housing Ltd	£93,577	£94,000
<i>Total Connecting the Capital</i>			£2,738,467	£2,417,470

### **Positive Transitions**

29)	15339	Africa Advocacy Foundation (AAF)	£74,273	£74,280
30)	15356	Business Disability Forum	£248,250	£248,000
31)	15516	Centre 404	£84,779	£84,800
32)	15313	Grief Encounter	£132,727	£132,800
33)	15286	Harrow Association of Disabled People	£198,879	£198,900

## INDEX OF GRANT RECOMMENDATIONS

	Ref No.	Organisation	Requested Amount	Recommend. Amount
34)	15322	Human Trafficking Foundation	£341,406	£123,000
35)	15203	Jigsaw4u	£159,470	£158,000
36)	15213	Pan Intercultural Arts Limited	£107,000	£107,000
37)	15019	Share Community	£130,460	£130,500
38)	15348	Southwark Day Centre for Asylum Seekers	£78,200	£78,200
39)	15386	Spark Inside	£57,500	£57,500
40)	15000	The Bike Project	£104,568	£106,800
41)	14935	The Food Chain	£266,250	£266,250
42)	14955	The Mix	£90,000	£90,000
43)	15058	Volunteer Centre Kensington & Chelsea	£109,713	£93,000
<i>Total Positive Transitions</i>			£2,183,475	£1,949,030
<b><u>Strategic Initiatives – Bridging Divides</u></b>				
44)	15580	Buttle UK	£88,900	£88,900
<i>Total Strategic Initiatives – Bridging Divides</i>			£88,900	£88,900
<b>Grand Totals</b>			<b>£6,050,747</b>	<b>£5,507,410</b>

This page is intentionally left blank

## 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.
7. Specialist support services to improve the

### 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).

This page is intentionally left blank

**MEETING 26/09/2019**

**Ref: 15581**

## **ASSESSMENT CATEGORY: Cornerstone Fund**

**Sheila McKechnie Foundation**

**Adv: Jenny Field**

**Amount requested: £59,000**

**Base: Lambeth**

**Benefit: London-wide**

**Amount recommended: £59,000**

### **The Partnership**

Those involved in the development phase of this project include Joseph Rowntree Foundation, Catch 22, Revolving Doors, Church Urban Fund, Community Links, On Road Media, Shelter, TUC and Greater London Volunteering. However, this list is by no means exhaustive and it is envisaged that the range of partners will grow during the life of the project.

### **The Application**

Established to commemorate the legendary campaigner, the late Sheila McKechnie, Sheila McKechnie Foundation (SMK) is the UK's leading provider of training and support to those seeking to bring about positive social change.

SMK has three main areas of activity: its training and consultancy activities; its thought leadership which aims to influence and inform public policy; and connecting and networking through a varied programme of events annually, including the National Campaign Awards and the Change Network.

### **The Proposal**

Last June, SMK published its Social Change Project report which sought to answer whether what we can learn about how social change is happening today could help to strengthen civil society in the future. The report's key findings included:

- Civil society can reach people and places that the state finds difficult.
- At its best, civil society can drive truly transformational social change.
- Civil society holds the keys to tackling some of society's most pressing issues, from knife crime to climate change.
- However, this 'social power' is constrained by some of our 'systems' and institutions, such as organisational cultures and government policies, as well as attitudes about civil society's 'proper' place.

Building on this, SMK proposed to develop a programme to examine how to bring lived experience more meaningfully and powerfully into social change 'journeys'. The central question will be what 'good' looks like for people with lived experience who are working with civil society for social change and what are the barriers to achieving this. The question will be addressed through three lines of enquiry:

- How can lived experience be brought meaningfully into all social change activity?
- How can lived experience be brought into all levels and functions of organisations from governance structures to front line delivery?
- How can lived experience be used to strengthen one particular social change goal (e.g. decent, affordable rented housing in London).

Some insights and findings may be common across all lines of enquiry. Others may apply to only one or two. This will be an insight and finding in itself.

There will be six stages over the two years of the project:

1. Discussions with people with lived experience to develop a vision of what 'good' looks like when people with lived experience work with civil society for social change and to identify the largest obstacles to that vision.
2. Discuss the same question with civil society leaders and practitioners.
3. Bring the two together for further learning, exploration, testing and interrogation.
4. Explore solutions to the barriers through a mix of approaches, including piloting and testing potential solutions; research and exploration; learning from best practice.
5. Develop and agree insights, recommendations and tools.
6. Share findings.

Following stages one and two, a 'Community of Practice' group will be established to steer the work, comprising people with lived experience who are already engaged with civil society; people with lived experience who are not currently actively engaged with civil society; and civil society organisations able and willing to participate. This, in effect, will be the partnership. SMK used part of its development grant to hold exploratory one-to-one conversations as well as workshops with potential members of this group, as outlined in the first paragraph of this report, and these discussions have helped to shape the proposal before you today. A Learning Leadership Group will be formed from the Community of Practice group in order to identify the issues to be addressed at stage four.

### **Cornerstone Outcomes**

The proposed project meets the longer-term Cornerstone Fund outcomes of *Londoners able to campaign effectively* and *Londoners have increased voice and influence*.

### **The Recommendation**

SMK has a good track record and this is the only proposal with a specific focus on campaigning in the cohort of Cornerstone Fund applications. It therefore has the potential to add valuable learning to this programme.

You may recall that we are working with a group of aligned funders<sup>1</sup> who have funded some of the stage 2 applications. Trust for London (TFL) had identified SMK's proposal as being one it could potentially support. The total funding required over two years is £159,000 of which Trust for London has awarded £100,000 (funding in full would have been an unusually large commitment relative to TFL's usual grant-making levels) and it is recommended therefore that CBT provide the balance.

This is the last of the Round 1 Cornerstone Fund proposals. An update and summary of all the awards is provided in your non-public papers today.

---

<sup>1</sup> National Lottery Community Fund, Trust for London, John Lyons Charity and the GLA, with London Councils also engaged with development of Cornerstone Fund.



## Funding History

Meeting Date	Decision
07/09/2018	£17,425 towards a project to test how social change systems can be more inclusive of under-represented voices. (A Cornerstone Fund Stage 1 Development Grant)
17/02/2011	£60,000 over two years (2 x £30,000) towards the 'Shout Out Together' project, bringing together young people from different communities to engage positively on issues important to London.

## Financial Information

Although there was a decrease in income in 2018-19 compared with the previous year (due to less grant income from trusts and foundations), income for 2019-20 is forecast to increase. This will be largely on unrestricted income due to a combination of core grants secured from Paul Hamlyn Foundation, John Ellerman Foundation and Jospeh Rowntree Charitable Trust as well an increase in earned income (up from £10,000 in 2017-18 to £50,000 already secured in 2019-20). This in turn will have a positive effect on the level of free reserves held.

Year end as at 31st March	2018 Signed Accounts £	2019 Draft Accounts £	2020 Forecast £
<b>Income &amp; expenditure:</b>			
Income	378,598	322,044	476,724
- % of income confirmed as at 13/08/2019	N/A	N/A	95%
Expenditure	(338,384)	(340,972)	(440,696)
Total surplus/(deficit)	40,214	(18,928)	36,028
Split between:			
- Restricted surplus/(deficit)	27,265	(19,196)	
- Unrestricted surplus/(deficit)	12,949	267	36,028
	40,214	(18,929)	36,028
Operating expenditure (unrestricted funds)	72,971	169,852	254,972
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	31,683	36,918	72,946
No of months of operating expenditure	5.2	2.6	3.4
Reserves policy target	18,243	42,463	63,743
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	13,440	(5,545)	9,203

This page is intentionally left blank

**MEETING 26/09/2019**

**Ref: 15552**

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

**Cardinal Hume Centre**

**Adv: Sandra Davidson**

**Base: Westminster**

**Amount requested: £72,600**

**Benefit: Westminster**

**Amount recommended: £72,600**

### **The Applicant**

The Cardinal Hume Centre (CHC) established in 1986 enables people to gain the skills they need to overcome poverty and homelessness. It helps homeless young people, families in need and local people by focusing on five key areas of need: income, housing, education, skills and legal status. It provides hostel accommodation and tailored person-centred support to homeless young people including employment and money management advice. The charity runs a family services programme that includes after-school & homework clubs, plus a range of holiday & weekend play schemes. It offers free accredited advice on basic and complex immigration matters, in addition to representation at appeal. It also provides free IT training and ESOL courses. Over 300 people visit the centre on a weekly basis.

### **The Application**

This application is for two years' continuation funding for the advice and support service that you initially funded for three years in 2016. This funding has enabled CHC to respond to demand and support an increasing number of people with the role out of Universal Credit. Overall, the charity reports an increase in the number of people with very complex and chaotic lives, living with multiple social, health and personal issues – seeking help.

### **The Recommendation**

The project has proven successful in delivering high quality professional support to the most disadvantaged in the community and has an excellent reputation for the services it provides. The charity provided evidence of a demand for the service as well as examples and individual testimonies from beneficiaries. The centre offers a warm, non-judgemental welcome to all those who seek their support. Working closely together, the charity's specialist service teams provides clients with tailored package of advice and practical support, helping them to turn their lives around. Funding is advised as follows:

***£72,600 over two further and final years (2 x £36,300) for the salary and on-costs of a full-time Housing Advice Worker.***

### **Funding History**

Meeting Date	Decision
11/05/2017	£2,800 (7 days at £400 per day) to provide an eco-audit
22/09/2016	£108,900 (3 x £36,300) over three years for the salary and on-costs of a full-time Housing Advice Worker.
17/11/2011	£60,000 over three years (3 x £20,000) towards the salary of the Cardinal Hume Centre's ESOL Coordinator.

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

CHC has a wealth of experience in supporting the most disadvantaged in the community and has an excellent reputation for the services it provides. As need increases CHC are determined to engage people before they reach crisis point and are committed to helping them secure a safe and sustainable place to live, to maximise their income, and to achieve a greater degree of self-sufficiency and overall wellbeing. CHC offers advice services in outreach locations within the local area to ensure the service is able to reach those who need it. The charity works closely and collaboratively with key organisations including St. Martin-in the-Fields, Salvation Army, the Mary Ward Legal Centre and the Trussell Trust Food Bank amongst many others. Currently, Westminster has the highest private rented sector and one of the highest rates of homelessness in the country. 25% of all rough sleepers in England are in Westminster (Homeless Charity Connection at St. Martin's in the Fields).

Policy changes have made life more difficult for people on low income with increasing numbers facing hardship. Food bank referrals and rent arrears are increasing, putting more people at risk of losing their homes. During the last year, the team provided support to 332 people accessed housing advice; 256 received casework support for welfare advice. As a result, 80% of clients secured or improved their housing conditions; and 77% reported increased understanding of their welfare rights and legal options within the system. The project aims to prevent household evictions and improve the economic well-being of tenants and increase outreach with clients on a one-to-one basis. The team will work more closely with its own family centre to help isolated parents and households with young children. Volunteers greet and triage clients before meeting an advisor. The team of four advisory staff offer specialist guidance and advice 30 hours per week Monday-Friday

### **Financial Information**

Income for 2018/19 increased due to a fundraising campaign (approximately £1.1m) to revamp the charity's premises providing a more accessible, attractive and welcoming space for clients. The Centre took out a loan of £800,000 to part fund the rebuild and this will be financed over 25 years. The forecast for 2019/20 predicts a deficit of £174, 644. Going forward, the Trustees' strategy is to improve its income base by diversify its income from trusts and foundations, corporates and legacies.

Year end as at 31st March	2018 Signed Accounts £	2019 Signed Accounts £	2020 Forecast £
<b>Income &amp; expenditure:</b>			
Income	2,886,000	3,144,000	2,940,264
- % of income confirmed as at 12/08/19	N/A	100%	46%
Expenditure	(2,904,000)	(3,103,000)	(3,114,908)
Total surplus/(deficit)	(18,000)	41,000	(174,644)
Split between:			
- Restricted surplus/(deficit)	75,000	61,000	(13,540)
- Unrestricted surplus/(deficit)	(93,000)	(20,000)	(161,104)
	(18,000)	41,000	(174,644)
Cost of Raising Funds	516,000	464,000	480,908
- % of income	17.9%	14.8%	16.4%
Operating expenditure (unrestricted funds)	1,801,000	2,000,000	1,934,908
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	629,000	609,000	447,896
No of months of operating expenditure	4.2	3.7	2.8
Reserves policy target	300,167	333,333	322,485
No of months of operating expenditure	2.0	2.0	2.0
Free reserves over/(under) target	328,833	275,667	125,411

This page is intentionally left blank

MEETING: 26/09/2019

Ref: 15166

## ASSESSMENT CATEGORY: Bridging Divides - Advice and Support

**Day-Mer Turkish/Kurdish Community Centre**

**Adv: Tania Bronstein**

**Base: Hackney**

**Amount requested: £99,796**

**(Revised request: £111,959)**

**Amount recommended: £111,960**

**Benefit: Hackney, Haringey, Enfield**

### **The Applicant**

Based in a former local library in Hackney, Day Mer has been providing a range of services for the Turkish speaking community living in North London since 1989. These include a drop-in centre, information and advice, supplementary education and youth services, as well as regular arts and cultural events and festivals.

### **The Application**

Day Mer seeks a three-year grant to deliver general advice with casework in the areas of welfare rights, housing, immigration and employment. These will be provided at Day Mer's Hackney base, by phone and via home visits for elderly and disabled people. The original request sought funds to meet salary costs of two part-time workers, each working three days per week, plus associated running costs. Day Mer has subsequently sent a revised request. This seeks funds for the equivalent of one full-time post in line with your usual policy and amends some mistakes noted at the assessment visit.

### **The Recommendation**

Day Mer has decades of experience delivering advice to AQS standards and OISC exemption to support a highly disadvantaged minority ethnic community. The charity enjoys significant support from its community and has a high level of engagement with the local voluntary sector, the BME advice sector, and in boroughs with large numbers of Turkish/Kurdish residents. You are recommended to agree a grant at the revised request's level, subject to the condition below, which is advised in order to make the charity's safeguarding as robust as possible:

***£ 111,960 over three years (£36,520; £37,280, and £38,160) towards salary costs of two part-time Advisers (one 0.6FTE, another 0.4FTE) and associated running costs of an advice service. The grant is conditional upon receipt of a safeguarding policy in respect of vulnerable adults.***

### **Funding History**

None.

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

Day Mer supports people in the Turkish speaking communities, broadly comprising Turkish and Kurdish Turks, both migrants and refugees which the GLA estimated to number between 100,000 -140,000 in the boroughs of Hackney, Islington, Haringey and Enfield in 2009. These communities hit high on several indicators of social exclusion, including poor housing, limited English amongst first generation migrants, high rates of unemployment affecting newer arrivals, and large numbers in low paid jobs in service sectors such as catering. Unsurprisingly, Day Mer records high levels of demand for advice in areas of social welfare, especially from isolated older people

with little knowledge of English and the ways of the system. Day Mer has offered advice with casework support since inception. This was funded by LB Hackney for many years, and later by London Councils, but both cut their funding substantially a few years ago. Nowadays, LB Hackney funds Day Mer to offer advice two days per week, which is insufficient to meet demand, hence this application to City Bridge.

Day Mer has a safeguarding policy for working with children. As this proposal targets older and disabled people, the charity is currently drafting a policy specifically for vulnerable adults with support from Hackney Voluntary Services Council.

### Financial Information

The charity used to rely heavily on funding from LB Hackney, which in 2013/14 provided 80% of its annual income. Following drastic cuts to the Authority's grants budgets, annual turnover for the charity has significantly reduced. Day Mer has adjusted to change by diversifying funding sources and reducing both outgoings and dependency on restricted grants. Nowadays individuals from the Turkish community contribute some £15,000 per year and a well-attended festival in Clissold Park raises c£30,000 every Summer. The increased unrestricted income has been used to offset restricted funds deficits and to gradually increase the level of free reserves which are forecasted to stand above the policy level by the end of the current financial year.

Year end as at 31st March	2018 Signed Accounts £	2019 Draft Accounts £	2020 Forecast £
<b>Income &amp; expenditure:</b>			
Income	137,279	101,287	165,050
- % of Income confirmed as at 17.07.2019	N/A	N/A	59%
Expenditure	(123,843)	(96,875)	(157,550)
Total surplus/(deficit)	13,436	4,412	7,500
Split between:			
- Restricted surplus/(deficit)	0	(12,063)	(6,700)
- Unrestricted surplus/(deficit)	13,436	16,475	14,200
	13,436	4,412	7,500
Cost of Raising Funds	17,565	26,000	33,000
- % of Income	12.8%	25.7%	20.0%
Total Expenditure	123,843	96,875	157,550
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	21,347	37,822	52,022
No of months of operating expenditure	2.1	4.7	4.0
Reserves policy target	30,960	24,218	39,387
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(9,613)	13,604	12,635



MEETING 26/09/2019

Ref: 15352

## ASSESSMENT CATEGORY: Bridging Divides - Advice and Support

Home-Start Barnet

Adv: Samantha Grimmitt-Batt

Amount requested: £55,455

Base: Barnet

Benefit: Barnet

Amount recommended: £55,400

### The Applicant

Home-Start Barnet (HSB) was founded in 1997 and registered as a charity in 2007. It operates as an independent charity, with support from Home-Start UK. Its mission is to support vulnerable families with young children who are experiencing difficulties, using an early intervention ethos. Fully trained volunteers with parenting experience undertake the core work and the organisation also runs a number of group and one to one advice sessions. Since its inception, Barnet Home-Start has supported over 10,000 children, young people and families, and recruited more than 600 local volunteers. Due to the closure of home-starts in neighbouring boroughs, the charity has recently received funding to start working in Brent, Harrow and Enfield

### The Application

The application is for continuation funding towards two further years of HSB's home-visiting support for families in Barnet. As part of this core work it has integrated its Money Smart programme to help low-income families learn about money and budgeting. This is particularly effective since poverty levels and financial problems among families referred to Home-Start are increasing.

### The Recommendation

Home-Start Barnet provides an important service, the need for which is growing. The charity has reported well during the course of your current grant, and, in the most recent delivery period, 60% of respondents reported that support from HSB led to a reduction in depression due to not having to worry about where the next meal is coming from, 65% reported that their economic situation had improved, and 85% reported an increase in self confidence. Funding is advised:

***£55,400 (2 x £27,700) over two further and final years for the salary of a p/t (21 hpw) Coordinator and related costs of providing support services, including money management guidance, to vulnerable families with young children in Barnet.***

### Funding History

Meeting Date	Decision
24/05/2016	£75,000 over three years for the salary of a p/t Coordinator and related costs of providing support services, including money management guidance, to vulnerable families with young children in Barnet.
04/05/2006	£75,000 over three years for the salary and associated costs of a Co-ordinator post.
02/03/2006	Application withdrawn due to the organisation reporting a material change in its circumstances.

## Background and detail of proposal

Barnet is a borough with areas of great affluence and pockets of significant deprivation. The child poverty rate is 27%, compared to the national rate of 21%. One foodbank gave 1337 emergency food supply packs last year; there are six in the borough. The high volume of referrals demonstrate ongoing demand.

Volunteers undertake an 8 week induction course, developed and approved by the national organisation Home-Start UK. Relevant safeguarding checks are in place and all staff, volunteers and committee members have regular enhanced DBS checks. A number of people become volunteers – either for families or in the charity shop - after being helped by Home Start themselves. and several have gone on to paid work. The benefit cap has led to an increase in housing evictions which has further led to an increase in applications for discretionary housing benefit. As many families do not meet the threshold to receive such payments, HSB has seen an increase specifically in the number of families requiring financial and budgeting support, a need which is expressly met by this project. Key staff have been in post for over 10 years contributing to the efficiency of the organisation and its ability to provide a holistic service. It is well networked with both statutory and voluntary sector organisations.

## Financial Information

Principal funding includes contract income from the London Borough of Barnet and Public Health Barnet. Pending the outcome of your decision, and an application to the National Lottery Community Fund, the charity has successfully secured ongoing funding for the next two to three years. 2018 accounts disclose fraudulent activity discovered during the year, of c£21,000. The majority of this loss was recovered from insurers. The staff member responsible no longer works at HSB and has been prosecuted. Following the discovery, the charity underwent a restructuring process, and back-office and governance review, and implemented recommended changes.

Year end as at 31st March	2018 Signed Accounts £	2019 Management Accounts £	2020 Budget £
<b>Income &amp; expenditure:</b>			
Income	492,284	556,057	588,000
- % of Income confirmed as at 12/08/2019	N/A	N/A	87%
Expenditure	(477,535)	(489,176)	(565,000)
Total surplus/(deficit)	14,749	66,881	23,000
Split between:			
- Restricted surplus/(deficit)	(768)	54,056	33,000
- Unrestricted surplus/(deficit)	15,517	12,825	(10,000)
	14,749	66,881	23,000
Cost of Raising Funds	0	1,093	11,000
- % of Income	0.0%	0.2%	1.9%
Operating expenditure (unrestricted funds)	184,807	191,853	215,000
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	61,543	74,368	64,368
No of months of operating expenditure	4.0	4.7	3.6
Reserves policy target	46,201	47,963	53,750
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	15,342	26,405	10,618

**MEETING 26/09/2019**

**Ref: 15389**

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

**Paddington Law Centre**

**Adv: Sandra Davidson**

**Amount requested: £107,249**

**Base: Westminster**

**Benefit: Westminster and  
Surrounding areas**

**Amount recommended: £107,250**

### **The Applicant**

Paddington Law Centre provides free legal advice, practical casework and tribunal representation to poor and vulnerable people. Specialising in housing, welfare benefits and employment law, the Centre helps marginalised people increase their income, obtain and/or retain stable, suitable housing, (including finding homes for the homeless), and remain in employment, free from discriminatory treatment. Operating from office space on the Harrow Road, in one of the most deprived wards in Westminster, the Centre is open to new clients via drop-in sessions four days a week and for pre-arranged appointments on the fifth day. Clients can also contact the Centre by telephone or email. Its team of solicitors support around 200 beneficiaries a year. 70% of beneficiaries are suffering from an illness or disability, 65% are from BAME communities and 70% are women, including many single parents.

### **The Application**

This application is for two years' continuation funding, following a three-year grant, awarded in September 2016, supporting a full wrap around service delivering specialist legal advice for vulnerable people in Westminster and surrounding areas. Promoting the service in GP surgeries, places of worship and community hubs in order to engage "hard to reach" beneficiaries. During the last year, the organisation delivered advice and support to 1200 people, of whom 200 poor and vulnerable people received in-depth assistance, with a success rate of 90% in increasing income/addressing homelessness/improving working conditions and pay/tackling discrimination and improving clients' self-determination.

### **The Recommendation**

Paddington Law Centre is a trusted community resource with an excellent reputation for the services it provides. With a wealth of experience, their work offers access to free specialist legal/advice for vulnerable people and those on low incomes. During its existing grant, reports and evaluation demonstrate positive impact in securing favourable tribunal decisions for claimants, increasing household income and improving economic circumstances. This application fully meets the criteria for your Advice and Support programme. Funding is recommended as follows:

**£107,250 over two further and final years (£53,500; £53,750) towards the salary and on-costs of a part-time Housing Caseworker (2.5dpw), a Welfare Rights Worker (2dpw), and a Project Co-ordinator (1dpw); plus associated running costs.**

## **Funding History**

<b>Meeting Date</b>	<b>Decision</b>
24/05/2016	£165,300 over three years (£54,200; £55,100; £56,000) for the salary and on-cost of a part-time Housing Caseworker (2.5d d/p/w) a Welfare Rights Worker (2 d/p/w), and a Project co-ordinator (1d/p/w); plus associated running costs.

## **Background and detail of proposal**

Westminster is a very wealthy borough and one of the most prosperous in the country. Despite this, there are pockets of extreme deprivation and poverty. Westminster has the 6<sup>th</sup> highest level of child poverty in the UK with 41.29% of children living in poverty in 2017 (after housing costs).<sup>1</sup> 30% of housing in Westminster is overcrowded as defined by the government, which is the third highest level of overcrowding in the country<sup>2</sup> The charity works with a small staff team providing legal/advice in social welfare, housing and welfare benefits. Using in-depth casework and representation, support is given at every stage, concluding with professional representation where necessary. Ongoing changes in the benefits system has seen an increased number of people seeking advice, in particular in the areas of social welfare law: housing, welfare benefits, employment and debt. With the introduction of Universal Credit and the fire at Grenfell Tower, the organisation is seeing more people with increasingly complex problems and time spent with each client has significantly increased.

The centre regularly uses volunteers, for both casework and admin tasks to maximise service delivery. It works closely with various charitable organisations including Pro Bono Community, Migrant Resource Centre and Westminster Mind to name but few. 750 people are expected to access the service over two years. Key outcomes for the project include: increased awareness of legal rights - through more people accessing legal support; improved economic circumstance – as a result of more claimants winning benefit appeals and a reduction of homelessness due to support; and representation from Paddington Law Centre.

## **Financial Information**

Income has fluctuated over the last couple of years due to time limited grants. An improved position is shown for 2020 due to Trust for London recently awarding a grant of £120,000 over three years towards the salary and running costs of the Centre's Employment Caseworker/Solicitor. Fundraising is carried out in-house by a legal caseworker, which equates to 15% of the pro-rated salary at approximately £7,500 per annum. The charity also benefits from pro bono consultants employed by the Law Centres Network. Cost of raising funds will be included in its future accounts on advice from your funding manager.

<sup>1</sup> End Child Poverty Coalition January 2018

<sup>2</sup> Understanding Social Needs in Westminster – NPC Think Tank October 2012

<b>Year end as at 31st March</b>	<b>2018 Signed Accounts £</b>	<b>2019 Forecast £</b>	<b>2020 Budget £</b>
<b>Income &amp; expenditure:</b>			
Income	187,946	149,083	211,457
- % of Income confirmed as at	N/A	N/A	63%
Expenditure	(216,637)	(192,017)	(176,725)
Total surplus/(deficit)	<b>(28,691)</b>	<b>(42,934)</b>	<b>34,732</b>
Split between:			
- Restricted surplus/(deficit)	(7,940)	0	0
- Unrestricted surplus/(deficit)	(20,751)	(42,934)	34,732
	<b>(28,691)</b>	<b>(42,934)</b>	<b>34,732</b>
<b>Cost of Raising Funds</b>	4,503	0	0
- % of Income	2.4%	0.0%	0.0%
Operating expenditure (unrestricted funds)	216,637	138,242	122,599
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	73,218	30,284	65,016
No of months of operating expenditure	4.1	2.6	6.4
Reserves policy target	54,159	34,561	30,650
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	19,059	(4,277)	34,366

This page is intentionally left blank

MEETING 26/09/2019

Ref: 15367

## ASSESSMENT CATEGORY: Bridging Divides - Advice and Support

**St Hilda's East**

**Adv: Sandra Jones**

**Amount requested: £81,545**

**Base: Tower Hamlets**

**Benefit: Tower Hamlets**

**Amount recommended: £81,600**

### The Applicant

St Hilda's East (SHE) has been providing a range of services to the local community since 1889 having evolved into a Centre providing fifteen different projects to a diverse community; including crèche and under 5's provision, youth work, and daycentre /older people's provision. There is a domiciliary care service funded by the local authority and specific services for young people with physical or learning disabilities. Services are provided at the Centre's main building in Shoreditch and at a satellite centre in Shadwell. Its high-quality work has been officially recognised with a number of awards; its legal advice service (which it provides in partnership with two leading law firms who operate pro bono) won a national award; whilst its work with Bangladeshi elders won the Queen Mother's Care of Older People Award.

### The Application

In May 2016, your committee agreed a three-year grant to deliver a Community Food Project which included money and debt advice for those using the project. The initial funding covered the costs of 2 part time posts (a 4 day per week Project Co-ordinator and a 1 day per week Advice Worker), volunteer expenses, training and associated running costs. The organisation is requesting a further two years funding to continue the project.

### The Recommendation

SHE has an impressive history of supporting local people through neighbourly action and projects responding to local needs in Shoreditch and the surrounding area. Over the last three years, your grant has allowed SHE to successfully deliver a project that offers cheap, fresh produce to local people, the opportunity to volunteer, and debt and benefit advice. A further two years' funding will enable the organisation to continue to provide a high quality advice and food service to local people **£81,600 over two further and final years (£40,200; £41,400) towards the costs of a 4 day a week Project Co-ordinator, 1 dpw Advice Worker, and associated running costs.**

### Funding History

Meeting Date	Decision
24/05/2016	£117,000 over three years (£39,000 pa) towards the costs of a 4 day a week Project Co-ordinator, 1 dpw Advice Worker, and associated running costs.
18/03/2010	£93,000 over three years (3 x £31,000) for the salary costs of an Older People's Project Co-ordinator.

### Background and detail of proposal

The area surrounding St Hilda's faces exceptional challenges, including high unemployment and overcrowded housing, with economic poverty affecting all ages. Many in work are on low income, and older people who live on their own with

increasing ill-health and isolation. In order to combat poverty and promote healthy living, the St Hilda's Food Co-op was established in 2005. In 2011 the charity was awarded a three year grant from Big Lottery Fund to develop further, making links with local food producers and source fruit and vegetables directly and increase the number of low income households accessing cheap fresh produce, which was picked up through your grant in 2016. The produce is sold at cost, making it affordable and allowing people to purchase fresh fruit and vegetable that they would otherwise not have. Quarterly healthy cooking and eating workshops are run to support this.

Funding will allow this project to continue, which includes an evening session for those people on low income who work during the day. The advice worker is available for 48 additional sessions per annum for those in need of debt and benefit advice. This project uses several volunteers and offers them training around induction to the project, food safety and emergency first aid.

### Financial Information

The organisation's income comes from a range of sources, with less than 50% from the statutory sector. The total reserves stand at £2.0m which includes the book value of the Community Centre property and the capitalisation of grants for the premises and vehicles. The figure for unrestricted reserves in the table below does not include fixed assets of £1.5m (2019 draft examined accounts), relating to the value of the property they own. In the case of real financial need it is possible that these could be released though selling the property or for borrowing against it. The deficit being incurred on restricted funds would need to be covered by unrestricted or free reserves, which would therefore reduce the amount they are over their target. This was agreed by trustees as a planned approach to address overly high rates of accumulated reserves. Once the target of 3 months free reserves is reached, the organisation will no longer run a restricted deficit.

Year end as at 31 March	2018 Independent Examination £	2019 Draft Independent Examination £	2020 Forecast £
<b>Income &amp; expenditure:</b>			
Income	1,390,536	1,597,109	1,594,319
- % of income confirmed as at 18/12/2018	n/a	n/a	92%
Expenditure	(1,508,027)	(1,738,957)	(1,686,820)
Total surplus/(deficit)	(117,491)	(141,848)	(92,501)
Split between:			
- Restricted surplus/(deficit)	(59,718)	(30,013)	(121,803)
- Unrestricted surplus/(deficit)	(57,773)	(111,835)	29,302
	(117,491)	(141,848)	(92,501)
<b>Cost of Raising Funds</b>	73,483	76,764	53,764
- % of income	5.3%	4.8%	3.4%
Total unrestricted expenditure	895,127	990,056	1,013,512
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	418,450	306,615	335,917
No of months of operating expenditure	5.6	3.7	4.0
Reserves policy target	223,782	247,514	253,378
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	194,668	59,101	82,539



**MEETING 26/09/2019**

**Ref: 15239**

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

**Tamil Welfare Association (Newham) UK**

**Adv: Sandra Jones**

**Base: Newham**

**Amount requested: £68,000**

**Benefit: Newham**

**Amount recommended: £68,000**

### **The Applicant**

Operating since 1986, Tamil Welfare Association (Newham) UK (TWAN) was set up to improve the quality of life for Tamil refugees and migrants living in East London, chiefly through supporting them to adapt and successfully integrate into UK society. Activities include support for older people and children, although the charity's primary project is offering legal advice and representation on debt, welfare benefits, housing, employment and immigration.

### **The Application**

This application is for two years' continuation funding for the organisation's debt, welfare and housing advice to support Tamil refugees and migrants. It proposes to undertake this at the charity's office by a full-time advisor and associated running costs.

### **The Recommendation**

The applicant has delivered good outcomes for the beneficiaries of this project and the monitoring highlighted the impact of the work undertaken with a vulnerable client group. The organisation continues to have low levels of free reserves, and so it is recommended that the release of each year's payments is subject to the receipt of a satisfactory forecast for the year, until such time that free reserves reach a reasonable level.

***£68,000 over two further and final years (2 x £34,000) towards the costs of a FT Advice Worker and associated running costs. Release of each year's payments is subject to the receipt of a satisfactory management accounts, until such time that free reserves reach a reasonable level.***

### **Funding History**

Meeting Date	Decision
18/03/2016	£102,000 (3x £34,000) towards the costs of a FT Advice Worker and associated running costs. Release of quarterly payments are subject to the receipt of a satisfactory forecast each quarter of income and expenditure, until such time that free reserves reach a reasonable level.
08/10/2009	£22,500 over three years (£7,250; £7,500; £7,750) towards weekly befriending and lunch club activities for older members of the Tamil community in East London.

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

TWAN's Advice Worker is responsible for providing the organisation's advice work on money and debt advice, housing and welfare benefits. This is supported by volunteers who are trained and supervised by the post holder. Although the project is

predominantly for people from the Tamil community, they are open to provide advice to all local people.

This work is undertaken at the charity's premises in Newham and is a lifeline for some of London's poorest people. The charity has Advice Quality Standard accreditation; OISC Level 3 for immigration; and has been awarded the status of one of the London Legal Support Trust's Centre of Excellence.

### Financial Information

During the life of the previous grant, TWAN re-mortgaged its property to finance the purchase of the lease on the remaining part of the same building, which they anticipated would generate rental income to build up reserves over the coming years. However, they expanded their own services and so although they are generating some rental income, it is not as much as they anticipated. As they own the building, they are in a position to relinquish part of the building they currently occupy in order to downsize and remain sustainable.

The figure for unrestricted reserves in the table below does not include fixed assets of £360,718 (2018 examined accounts), relating to the value of the property they own. In the case of real financial need it is possible that these could be released though selling the property and for borrowing against it.

Should a continuation grant be awarded by City Bridge Trust, it is suggested that, until such time that reserves reach a reasonable level, the release of each year's payments is subject to the receipt of satisfactory management accounts.

Year end as at 31 December	2017 Independent Examination £	2018 Independent Examination £	2019 Forecast £
<b>Income &amp; expenditure:</b>			
Income	214,167	282,096	200,000
- % of Income confirmed as at 18/12/2018	n/a	n/a	29%
Expenditure	(182,243)	(266,410)	(193,650)
Total surplus/(deficit)	31,924	15,686	6,350
Split between:			
- Restricted surplus/(deficit)	9,931	0	16,250
- Unrestricted surplus/(deficit)	21,993	15,686	(9,900)
	31,924	15,686	6,350
Cost of Raising Funds	0	0	0
- % of Income	0.0%	0.0%	0.0%
Total expenditure	182,243	266,410	193,650
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	21,992	22,678	12,778
No of months of operating expenditure	1.4	1.0	0.8
Reserves policy target	60,748	88,803	64,550
No of months of operating expenditure	4.0	4.0	4.0
Free reserves over/(under) target	(38,756)	(66,125)	(51,772)

**MEETING: 26/09/2019**

**Ref: 15294**

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

**Trussell Trust**

**Adv: Tim Wilson**

**Amount requested: £317,715**

**Base: Camden**

**Benefit: London-wide**

**Amount recommended: £317,700**

### **The Applicant**

Trussell Trust is a registered charity. It was established in 1997 to deliver work in Bulgaria but is today more commonly known for its focus on the eradication of food poverty. Today it runs a network of 428 foodbanks via a social franchising model. Donated goods come largely from the public, but the charity also benefits from the support of corporate partners including Asda and Tesco. Whilst Trussell works to ensure that acute food needs are met, it also looks to address the underlying reasons why food poverty occurs in the UK. At client level, this involves referrals to advice agencies such as Citizens Advice, whilst at national level Trussell engages with policymakers to advocate change. Trussell's goal is to end the need for foodbanks in the UK.

### **The Application**

Trussell seeks funding over five years for one of its two London Area Managers. This is an incumbent post-holder who will work to build the capacity of 40 London foodbanks to both meet emergency food demands and to refer clients to relevant sources of advice and support. The post-holder will support foodbanks to implement more systematic processes, to publish impact data and case studies, and to increase the profile of food poverty.

### **The Recommendation**

Widely regarded as the UK's food poverty expert, Trussell Trust work to combat hunger and poverty is delivered through a network of local foodbanks, typically established by community-based organisations who wish to respond to otherwise unmet need. Trussell provides the expertise to ensure these foodbanks run effectively, both in their management of stock but also in the ways they refer clients to other support-providing organisations. The charity gathers data on why clients access foodbank services and then uses this to target its advocacy work, most recently on the impact of delays in benefit payments. The request for funding will help ensure that London's foodbank services run as efficiently as possible. Funding is advised as follows:

***£317,700 over five years (£59,800; £61,600; £63,500; £65,400; £67,400) for a full-time London Area Manager with associated on-costs and expenses to support the capital's foodbanks meet emergency food demands and provide clients with access to help and advice.***

### **Funding History**

Meeting Date	Decision
06/07/2018	The organisation withdrew its application following advice from your officers.
30/10/2013	£195,000 over three years towards the salaries of a London

	Network Manager and a London Development Officer.
18/04/2013	The organisation withdrew its application following advice from your officers.
11/11/2010	£60,000 over two years towards the London expansion of Foodbank services.

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

Trussell's foodbank network has emerged from the work of local groups. In London the network has grown from 9 foodbanks in 2009 to 40 today. Trussell provides data collection and stock control systems under licence, as well as conducting regular quality inspections. Locally, referral agents such as health visitors, schools, social workers and GPs provide food vouchers to those in need. This might be identified because someone is not using their heating in order to afford food, or parents going without in order to feed their children. A foodbank would then provide an emergency package with 3 days of provisions along with referral to agencies offering debt, welfare or housing advice.

Whilst the growth in the number of foodbanks has slowed recently, Trussell reports that the numbers of users has grown significantly, as has the proportion of repeat visits resulting from insufficiency of income. This indicates a chronic want on the part of many clients, exacerbated in the capital by employers who do not pay the London Living Wage. Foodbank service offering has changed to reflect a greater proportion of in-work users, with more opening the evenings or at weekends.

### **Financial Information**

The table below shows a significant growth in income and expenditure from 2018 to 2019. This resulted from a large national partnership supporting the financing of foodbanks across Trussell's network.

Trussell's reserves' policy is to hold funds of at least equivalent value to 3 months' average operating costs. The table shows free reserves initially below, and then above, target as the organisation grows. The growth in free reserves is the result of an increased level of corporate partnership income which will be distributed to the foodbank network in the form of grants. Whilst this distribution will be phased over time, Trussell Trust does not intend to hold above-target reserves for an extended period and it is anticipated that future balance sheets will see reserves in line with policy.

Year end as at 31st March	2018 Audited Accounts £	2019 Draft accounts £	2020 Forecast £
<b>Income &amp; expenditure:</b>			
Income	7,270,437	11,753,933	12,519,400
- % of Income confirmed as at 20th June 2018	n/a	100%	47%
Expenditure	(6,640,241)	(10,849,117)	(12,517,310)
Total surplus/(deficit)	630,196	904,816	2,090
Split between:			
- Restricted surplus/(deficit)	1,102	(300,000)	3,400
- Unrestricted surplus/(deficit)	629,094	1,204,816	(1,310)
	630,196	904,816	2,090
Cost of Raising Funds	1,592,649	1,722,313	2,167,000
- % of Income	21.9%	14.7%	17.3%
Operating expenditure (unrestricted funds)	3,688,526	3,817,539	4,737,310
<b>Reserves:</b>			
Free unrestricted reserves held at year end	626,138	1,830,954	1,829,644
No of months of expenditure	2.0	5.8	4.6
Reserves policy target	922,132	954,385	1,184,328
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(295,994)	876,569	645,316

This page is intentionally left blank

**MEETING: 26/09/2019**

**Ref: 15359**

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

**Waltham Forest CAB**

**Adv: Tania Bronstein**

**Base: Waltham Forest**

**Amount requested: £98,545**

**Benefit: Waltham Forest**

**Amount recommended: £98,500**

### **The Applicant**

Citizens Advice Waltham Forest (CAWF) is an independent charity, part of the Citizens Advice (CA) network. It offers free, confidential, and impartial advice on all areas of social welfare law as well as specialist immigration, special education and pension advice services from its Walthamstow base. CAWF also runs advice projects targeting social housing tenants and vulnerable local people via outreach into children and family centres, libraries, and GP surgeries across Waltham Forest. During 2018/19 CAWF helped 10,913 people presenting 34,248 different advice issues.

### **The Application**

In 2016 you awarded three-year funding to CAWF towards its "advice on prescription project" (AoPP). This project provides debt and benefits advice to disadvantaged and vulnerable people with complex needs referred by primary care professionals and a new social prescribing project run by the local authority. The project is delivered from three GP hubs geographically spread across Waltham Forest. The grant expires this September, and this application seeks a two-year grant extension.

### **The Recommendation**

CAWF is a stable organisation running innovative services and leading on several local partnerships. The AoPP has delivered remarkable outcomes for vulnerable people in the past three years and there is evidence of a continued need for this accessible person-centred service at primary care settings, hence the recommendation:

***£98,500 over two further and final years (£48,700; £49,800) towards a full-time Outreach Project Worker's salary and associated project costs.***

### **Funding History**

Meeting Date	Decision
24/05/2016	£142,800 over three years (£46,500; £47,400; £48,900) towards the 0.8 Outreach Project Worker's salary, 0.2 of the Chief Executive's salary and project costs.

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

This project was set up following the realisation that people with disabilities and long-term conditions adversely affected by welfare reform were not seeking advice until hitting crisis point, therefore missing deadlines for appeals and opportunities to secure sustainable income. The traditional CA model of advice was not serving vulnerable individuals well, and the AoPP was devised to provide an accessible

advice service to enable vulnerable people to address their money and debt problems early on.

The project takes referrals from professionals whose support vulnerable people seek when in crisis. It sees people quickly after referrals, offering a highly supportive, personalised service based on a policy of not closing a file until matters are resolved. These features have contributed to impressive outcomes for 575 individuals supported since 2016. These include a 96% success rate in benefit appeals against a 70% national success rate, and financial gains of £2.8 million resulting from increased benefits payments, reinstated benefits and written off or scheduled debts.

The AoPP is now well known and used. The introduction of Social Prescribers to each Primary Care Network in the country in 2019 will mean that there will be 7 new full-time posts for social prescribers based in GP hubs in Waltham Forest. This will increase demand for supporting vulnerable people in need of advice in this borough.

### Financial Information

The table shows year-on-year growth in turnover over the 3-year period. Up until 2017/18 the free reserves target was 3 months' worth of core expenditure, and in 2018/19 the policy was changed to cover 3 months' worth of total annual expenditure. This explains why, despite growth in the reserves fund, the gap between this fund and the policy target below has widened. The trustees expect to gradually reach the new target given that long standing funders including the CCG, CA, and LB Waltham Forest have increased their levels of financial support.

The cost of raising funds is not disclosed in the accounts. The figure for 2020 below is an estimate based on the proportion of staff time spent on this activity and the fees of a freelance fundraiser. These costs will be disclosed in the accounts in future.

Year end as at 31st March	2018 Signed Accounts £	2019 Draft Accounts £	2020 Forecast £
<b>Income &amp; expenditure:</b>			
Income	1,261,647	1,823,860	1,983,497
- % of Income confirmed as at 31.07.2019	N/A	N/A	100%
Expenditure	(1,227,290)	(1,650,550)	(1,973,030)
Total surplus/(deficit)	34,357	173,310	10,467
Split between:			
- Restricted surplus/(deficit)	(6,793)	105,302	(1,981)
- Unrestricted surplus/(deficit)	41,150	68,008	12,448
	34,357	173,310	10,467
<b>Cost of Raising Funds</b>			106,421
- % of income	0.0%	0.0%	5.4%
Expenditure	1,227,290	1,650,550	1,973,030
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	157,881	233,746	246,194
No of months of expenditure	1.5	4.6	4.7
Reserves policy target	158,336	412,637	493,257
No of months of expenditure	1.5	3.0	3.0
Free reserves over/(under) target	(455)	(178,891)	(247,063)



**MEETING: 26/09/2019**

**Ref: 15342**

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

**Action Space London Events**

**Adv: Ciaran Rafferty**

**Amount requested: £82,680**

**Base: Camden**

**Benefit: Newham**

**Amount recommended: £83,000**

### **The Applicant**

Founded in 1984, Action Space London Events Ltd, a charitable company, supports the development of artists with learning disabilities and creates innovative projects for learning disabled people to engage with the visual arts. ASLE currently operates three Studio Projects, in Camden, Wandsworth and Newham; with some early work being delivered to provide a service in Brent. Alongside these projects it runs a variety of other outreach projects tailored to specific groups.

### **The Application**

This application is to continue your current funding for another two years and which has supported the extension of Action Space's programmes and projects into Newham and Brent, reaching new audiences and participants. Further funding will enable the charity to build on and consolidate its expansion to east and west London.

### **The Recommendation**

Action Space works with some very disabled people of all ages including young people and through participation in all forms of art (painting, sculpture, modelling, etc) helps them to find more ways to express their thoughts and emotions, reduce their feeling of isolation, make new friends, improve their self-confidence and raise their self-esteem. The charity's model is to work with local community groups so that the work is connected locally and to enable disabled participants to become more able to integrate within the mainstream community. A grant is advised:

***£83,000 over two further and final years (£41,000; £42,000) to contribute to the full-time salary of the Co-Director and other operational costs of providing access to participation in the arts for disabled Londoners.***

### **Funding History**

Meeting Date	Decision
14/07/2016	£118,300 over three years (£40,830; £39,340; £38,130) to contribute to the full time salary of the Co-Director (16hpw Year 1; 10hpw Year 2; 8hpw Year 3), project set up, sessional staff and associated running costs.
30/06/2011	£67,000 over three years (£23,000; £22,000; £22,000) for the salary and related costs of a p/t (24hpw) Pastoral Care Worker.

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

The current, three-year, grant from your Committee (which ended last month) has been very successful in enabling the charity to set up programmes and projects in Newham and Brent and thereby reaching new audiences of disabled people. The

work that they do is highly regarded, both within the community art world and within the disability sector as it recognises and supports the latent talent and desire for expression within the beneficiaries – where the focus is on their potential and achievements as an antidote to a lifetime of being assessed on/defined by their disabilities. This funding, should you agree it, will enable the charity to maintain the current provision and to run additional studios in Newham, Ealing and Brent. Some of the participants worked with previously (and the charity will work with individuals for many years if needs be) have gone on to stage their own exhibitions whilst others have managed to build a case for their personal budgets to be allocated to support their participation. Their work can be seen on their website: <https://actionspace.org/> .

### Financial Information

The charity currently has free reserves above their policy level although this is not excessive as the nature of their work and the people provided for means that services require a long-term commitment and cannot easily be ceased in the event of gaps in the funding stream. The charity will be using some of these reserves in the current year to cover some of those gaps.

Year end as at 31st March	2018 Examined Accounts £	2019 Draft Accounts £	2020 Budget £
<b>Income &amp; expenditure:</b>			
Income	332,948	348,203	340,913
- % of Income confirmed as at 20/8/2019	N/A	100%	76%
Expenditure	(333,930)	(367,951)	(375,737)
Total surplus/(deficit)	(982)	(19,748)	(34,824)
Split between:			
- Restricted surplus/(deficit)	(9,795)	(15,510)	(8,000)
- Unrestricted surplus/(deficit)	8,813	(4,238)	(26,824)
	(982)	(19,748)	(34,824)
Operating expenditure (total funds)	333,930	367,951	375,737
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	181,246	177,008	150,184
No of months of operating expenditure	6.5	5.8	4.8
Reserves policy target	111,310	122,650	125,246
No of months of operating expenditure	4.0	4.0	4.0
Free reserves over/(under) target	69,936	54,358	24,938

**MEETING 26/09/2019**

**Ref: 15391**

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

**Attend**

**Adv: Kate Moralee**

**Amount requested: £88,628**

**Base: Westminster**

**Amount recommended: £80,700**

**Benefit: Croydon, Hounslow, Southwark and Tower Hamlets**

### **The Applicant**

Attend is a national charity which supports and expands the roles volunteers play in connection with health and social care. It began in 1949 as the National League of Friends, creating a volunteer scheme for volunteers in hospitals. It still functions as the umbrella body for 700 Hospital Friends groups nationwide, but it has expanded into other direct projects around healthy options for hospital food retailers, supporting stroke victims, and accredited training in volunteer management.

### **The Application**

In May 2016 you awarded Attend £120,000 over 3 years to establish 12 self-sustaining Friends of Dementia Units within care homes in London, each with 30 active volunteers, registered charities operating independently. This application requests continuation funding to continue this project to ensure that the Friends groups become and remain sustainable and embedded in the local community.

### **The Recommendation**

Attend has a good track record of involving volunteers in delivering positive health and social care outcomes and accredited training programmes, including volunteer management. The evaluation of the current project delivery is positive, with clear benefits and impact evidenced. It makes several recommendations which are addressed in the current proposal. It works in partnership with The Alzheimer's Society who trains some of the volunteers as Dementia Champions to ensure all volunteers involved in this project receive Dementia Friends training. Your officer queried a discrepancy between hours proposed and salary (compared to previous project) which resulted in agreement to reduce the recommendation by the salary differential. This proposal meets the criteria of your "Arts, sports, health and/or wellbeing projects for older people" priority area of the Connecting the Capital programme. Funding is recommended as follows:

**£80,700 over two further and final years (£39,800, £40,900) for a part time (0.5fte) salary of a Friends of Dementia Project Lead and associated project costs to ensure that the 12 established Friends of Dementia units become self sustaining and embedded in the local community.**

### **Funding History**

Meeting Date	Decision
24/05/2016	£120,000 over three years (£39,000; £40,000; £41,000) towards the part-time salary (0.6 FTE) and associated running costs of a Friends of Dementia Project Lead, to strengthen the links between care home residents with dementia and their local community, on condition that satisfactory quarterly management accounts during year one are provided.

## Background and detail of proposal

The number of people in care homes with dementia is increasing, with social interactions for these care home residents being an average of two minutes per day. The evaluation of the project to date evidences the positive impact of the volunteer engagement on wellbeing, dignity and respect for residents with dementia. It also reports that the Friends group has a positive impact on the culture of the care home and holistic care delivered to residents living with dementia.

The evaluation recommends that for greater success the Friends groups require support from Attend over a period of time to ensure that care home staff and management develop confidence in the sustainability of and difference made by the group. Once this is established the groups become more independent and function in partnership with the care home staff.

This model is being discussed with a national care home provider and commissioners have recognised it as important in establishing how to better support people living with dementia in care homes.

## Financial Information

Income levels are slowly reducing due to withdrawal of statutory funding and lottery funding ending soon. Attend has restructured to reduce expenditure and changed its approach to fundraising. All managers are now responsible for fundraising, which has improved understanding of how projects are funded and equally better descriptions of projects including outputs and outcomes.

Year end as at 31st March	2018 Signed Accounts £	2019 Draft Accounts £	2020 Forecast £
<b>Income &amp; expenditure:</b>			
Income	1,116,257	1,033,773	988,420
- % of Income confirmed as at 7/8/19	N/A	N/A	51%
Expenditure	(1,010,177)	(1,030,155)	(975,467)
Total surplus/(deficit)	106,080	3,618	12,953
Split between:			
- Restricted surplus/(deficit)	0	0	0
- Unrestricted surplus/(deficit)	106,080	3,618	12,953
	106,080	3,618	12,953
Cost of Raising Funds	105,003	160,445	65,547
- % of Income	9.4%	15.5%	6.6%
Operating expenditure (unrestricted funds)	517,101	493,424	462,024
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	29,172	32,790	45,743
No of months of operating expenditure	0.7	0.8	1.2
Reserves policy target	60,000	50,000	40,000
No of months of operating expenditure	1.4	1.2	1.0
Free reserves over/(under) target	(30,828)	(17,210)	5,743

**MEETING : 26/09/2019**

**Ref: 15298**

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

**Black Prince Trust**

**Adv: Sandra Jones**

**Base: Lambeth**

**Amount requested: £289,610**

**Benefit: Lambeth and**

**{Revised request: £283,290}**

**Southwark**

**Amount recommended: £276,650**

## **The Applicant**

Set up in 2011, Black Prince Trust (BPT) was given a 125 year lease for 2.5 acres of land and sports facilities at the former Lillian Baylis secondary school from London Borough of Lambeth at a peppercorn rent, subject to a Community Service Agreement. This agreement outlines the social impacts that the Trust should deliver. There are six social outcome strands which are social inclusion, youth intervention, health and wellbeing, mental health, employability and female engagement. To date BPT has been self-financing through renting space to a range of organisations. This has allowed them to deliver some free and subsidised activities to meet their social outcome strands.

## **The Application**

Having established the operational model at the BPT Hub, the organisation is now seeking funding build on the activities on offer to local people and organisations. Having delivered a small sports and physical activities programme for disadvantaged and isolated older people the organisation are seeking funding to expand this across Lambeth and Southwark to increase reach. The funding will be used to employ a full time physical activity and social isolation officer, sessional staff and associated running costs.

## **The Recommendation**

BPT has a strong track record of providing high quality physical and well being activities in the north of Lambeth, working with a wide range of partners such as GPs, Housing Associations, other health and wellbeing providers, taking part in a social prescribing pilot. The organisation works closely with participants in developing relevant programmes of activity. The project budget for year 1 included £5,800 to develop a theory of change which they have not been able to justify, therefore it is not recommended. Funding of £3,000 towards evaluating the project in year 5 is being recommended.

***£276,650 over five years (£52,490; £56,640; £54,840; £54,840; £57,840) towards a full time Physical Activity And Social Isolation Officer (PASIO), sessional staff and associated running costs including a contribution of £3,000 towards evaluation in year 5.***

## **Funding History**

None

## **Background and detail of proposal**

This project builds on one that BPT has been running successfully from their premises. Working with partners such as Watmos Housing Association a range of classes will be run initially across three housing estates where the PASIO identify with potential participants barriers to activity and social isolation issues. A Project

Advisory Group will be established from participants and volunteers to shape the delivery of the programme.

Using a range of monitoring tools (eg Warwick questionnaire, UCLA Loneliness scale), the officer will establish baseline information on the participants and track their progress over the duration of the project. Where a potential participant might not attend due to lack of transport or not wanting to attend initially of their own, the Officer will arrange the relevant support, including introducing them to a volunteer who might accompany them. In the final year a full evaluation of the project and its impact will be undertaken.

### Financial Information

BPT's income comes almost entirely from rents receivable. This includes a 25 year lease with Powerleague Fives Ltd for outside sports facilities, changing rooms and office/reception space; with a number of smaller leases for café, office and desk space.

The figure for unrestricted reserves in the table below does not include fixed assets of £2.1m (2018 examined accounts), relating to the value of the property they own. In the case of real financial need it is possible that this could be released through borrowing against it, or in extreme circumstances, selling part of the property. Note that the charity currently has a £1m loan secured against the property.

Although the free reserves figure is below the 3 months target, the organisation consider that this is reasonable because their income is stable as they have confirmed rental income through signed long-term leases, operational licences and facility hire budget.

Year end as at 31 March	2018 Examined Accounts £	2019 Draft Accounts £	2020 Forecast £
<b>Income &amp; expenditure:</b>			
Income	361,605	404,410	512,124
- % of Income confirmed as at 22/02/2019	n/a	n/a	74%
Expenditure	(344,625)	(401,562)	(505,900)
Total surplus/(deficit)	16,980	2,848	6,224
Split between:			
- Restricted surplus/(deficit)	(20,222)	0	0
- Unrestricted surplus/(deficit)	37,202	2,848	6,224
	16,980	2,848	6,224
Cost of Raising Funds	105,386	0	0
- % of income	29.1%	0.0%	0.0%
Total expenditure	344,625	401,562	505,900
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	79,917	82,765	88,989
No of months of total expenditure	2.8	2.5	2.1
Reserves policy target	86,156	100,391	126,475
No of months of total expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(6,239)	(17,626)	(37,486)

**MEETING 26/09/2019**

**Ref: 15336**

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

**Chinese Community Centre**

**Adv: Sandra Davidson**

**Base: Westminster**

**Benefit: London-wide**

**Amount requested: £98,916**

**Amount recommended: £81,000**

### **The Applicant**

The Chinese Community Centre (CCC) was established in 1980 and is based in the heart of Chinatown in Soho. The charity supports the disadvantaged, isolated or vulnerable within the Chinese community. It works with the community to develop and facilitate services that improve the quality of life for its members and local people. The Centre meets the diverse needs of beneficiaries through the provision of welfare, educational and cultural services that welcome everyone.

### **The Application**

CCC is seeking funding to sustain and enhance its activities to improve the quality of life of its ageing membership. Many Chinese people aged 65 or above have poor English language skills and are of limited financial means. The request is towards the salary and running costs of the luncheon club at the Centre and to develop health awareness initiatives for older people, including those with mental health concerns.

### **The Recommendation**

CCC has a 39-year history of playing a vital role in improving the lives and welfare of the Chinese community in London. It is an established and trusted organisation within the community and well positioned to provide this service. The project costs appeared to have been generously costed and a reduced amount is advised as follows:

**£81,000 over three years (£27,000 x 3) towards the salary costs of a full-time Health and Wellbeing Project Co-ordinator (15hpw), 2x cooks' wages and associated costs of wellbeing activities for older people.**

### **Funding History**

Meeting Date	Decision
06/09/2007	£90,000 over three years (3 x £30,000) for the salary of a full-time Health Improvement Officer and associated running costs.

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

The Centre attracts visitors from all parts of London, partly because its location is well-served by public transport but also because it allows people to visit local Chinese shops and restaurants and to be in an area where Cantonese and Putonghua are spoken freely – an important consideration for the older clients. The Centre has been running activities for older people for many years and is seen as a social hub for older people providing a welcoming space for members to access cultural and well-being opportunities. Figures from the census for 2011 show the

Chinese population in the UK to be 433,150. This represents 0.7% of the national population. Of this total Chinese population, over 124,250 live in London. Research by the Chinese Welfare Trust (Sept 2018) suggests:

- Increasing demand for health-related and well-being recreational activities to tackle isolation. Mental health support is an emerging area of service need, as well as advice and support.
- General advice services and luncheon clubs are underfunded. Some centres resort to self-financing these services to keep them accessible to older people and the most vulnerable.
- Chinese migrants who came to the UK in the 1960s-1970s are now ageing. Many of this older generation are less able to communicate in English. Current provision of social and support services that cater for their cultural needs is inadequate and demand is expected to rise, as people live longer with conditions such as dementia.

This application builds on work delivered by CCC and aims to strengthen and increase its reach to older people 65+ by providing exercise classes (at a level suitable for older people and including traditional exercises such as Tai Chi) , and regular programme of talks and exchanges on health-related topics ( provided by specialists advisors where appropriate). The lunch club service caters for an average of 35 people twice a week. CCC has strategic links and partnerships with other providers in the local area including Age UK, Chinese National Healthy Living Centre, Chinese Mental Health Association and Notre Dame Refugee Centre. The project will be developed in consultation with people using the service and the wider community.

### Financial Information

The growth in income for 2020 is due to an increase in grants applied for as well as planned room hire and activity increases. The charity holds reserves over its reserves policy of six-eight months operating expenditure. Unrestricted funds will be used to cover restricted deficit in 2020.

Year end as at 31st March	2018 Signed Accounts £	2019 Draft Accounts £	2020 Forecast £
<b>Income &amp; expenditure:</b>			
Income	199,388	220,136	256,475
- % of income confirmed as at 25/07/2019	N/A	N/A	77%
Expenditure	(222,759)	(269,994)	(263,330)
Total surplus/(deficit)	(23,371)	(49,858)	(6,855)
Split between:			
- Restricted surplus/(deficit)		7,327	(7,186)
- Unrestricted surplus/(deficit)	(23,371)	(57,185)	332
	(23,371)	(49,858)	(6,854)
<b>Cost of Raising Funds</b>	12,681	11,556	18,757
- % of income	6.4%	5.2%	7.3%
Operating expenditure (unrestricted funds)	201,759	238,733	174,078
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	165,899	108,714	109,046
No of months of operating expenditure	9.9	5.5	7.5
Reserves policy target	50,440	59,683	43,520
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	115,459	49,031	65,527



MEETING: 26/9/2019

Ref: 15171

## ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital

**Culpeper Community Garden**

**Adv: Lily Brandhorst**

**Amount requested: £101,273**

**Base: Islington**

**Benefit: Islington**

**Amount recommended: £101,270**

### **The Applicant**

*"This garden is like paradise for us, because when I came here I was very depressed and without hope. It was winter and now for me it's spring."* – Culpeper Volunteer

Culpeper Community Garden (CIO no. 1176277) is a community-run green space in the heart of Islington. It aims to provide a beautiful, sustainable garden open seven days a week, where people from all backgrounds, ages and abilities can relax, garden and learn about horticulture and the environment. The garden is divided into 50 plots for local people without gardens and for local partner organisations, plus communal areas. Members and volunteers are encouraged and supported to be actively involved in running and caring for the garden. Culpeper organises a wide range of social and educational activities. It has been judged Outstanding for the past four years in the RHS London in Bloom competition and won a distinction in 2016. Judges commented that: "Culpeper is an outstanding example of community gardening in the city. It's social and therapeutic horticulture at its best."

### **The Application**

Culpeper seeks funding towards the costs of employing two part-time Garden Workers and associated costs of their work with vulnerable and disadvantaged community members. A grant will cover the costs of at least:

- 720 hours a year (13 hpw) of supported gardening activities with beneficiary groups from local partner charities (see background section for details);
- 232 hours a year (4.5 hpw) of gardening sessions for individual volunteers, with a high proportion of disadvantaged participants; and
- Twelve community events/activities per year, including the annual pensioners' Strawberry Tea, day trips, plant sales and barbecues.

Through this grant, it is anticipated that over 140 Londoners per year will benefit from reduced social isolation, increased community involvement and improved physical/mental wellbeing. They will also acquire practical skills and gardening/environmental knowledge.

### **The Recommendation**

Culpeper Community Garden is clearly a valued local community asset and provides a much-needed hub for more vulnerable local residents. Support from City Bridge Trust would enable this important work to continue, securing funding for the next five years towards some of the organisation's key activities and helping leverage support from other funding sources. A grant is recommended as follows:

**£101,270 over five years (£17,600; £20,000; £20,600; £21,215; £21,855) towards the salary and on-costs of two P/T Garden Workers and a contribution towards activities and running costs relating to Culpeper's work with vulnerable Islington residents. Release of subsequent years' funding is subject to receipt of satisfactory year-end management accounts.**

## Funding History

Meeting Date	Decision
26/04/2012	£24,970 over three years (£8,000; £8,320; £8,650) towards the salary and on costs of two part time community garden workers and running costs of environmental education work.
30/11/2006	£50,000 towards the capital costs of constructing a new resource centre, subject to written confirmation of a 50 year lease from the local authority and to the balance of funds needed being raised.
08/09/2005	Organisation has been in contact with the Trust to withdraw application.
17/05/2001	£17,200 over 3 years (£3,200, £7,000, £7,000) to increase staffing hours.

## Background and detail of proposal

Culpeper was established in 1983; in 2018, 628 people were actively involved in the garden as plot holders, garden members and volunteers. The two Garden Workers are essential to the charity's operation, undertaking a wide range of tasks in relation to the garden's upkeep, management, and support/advice for volunteers and groups. They are supported in this by the Management Committee. As part of this grant's delivery, Garden Workers will provide supported gardening activities for beneficiary groups from the following charities: Islington Mind; Room to Heal (asylum seekers and refugees); the Elfrida Society (adults with learning difficulties); Stuart Low (isolated and vulnerable people); and Mencap. They will also support individual garden volunteers who are disadvantaged. Half of Culpeper's users have physical or mental health needs. Many experience social isolation, are on low incomes or unemployed.

## Financial Information

Competition for grants has led to losses in recent years, impacting the charity's free reserves. It has clear plans to diversify its income, to increase funding, prevent further losses and rebuild reserves.

Year end as at 31st March	2018 Signed Accounts £	2019 Draft Accounts £	2020 Forecast £
<b>Income &amp; expenditure:</b>			
Income	46 021	42 456	35 077
- % of Income confirmed as at 29/7/19	N/A	N/A	60%
Expenditure	(61 701)	(58 650)	(58 167)
Total surplus/(deficit)	(15,680)	(16,194)	(23,090)
Split between:			
- Restricted surplus/(deficit)	(9,843)	(7,261)	(1,214)
- Unrestricted surplus/(deficit)	(1,240)	(4,336)	(21,876)
- Depreciation of designated assets	(4,597)	(4,597)	N/A
	(15,680)	(16,194)	(23,090)
Cost of Raising Funds	1 305	817	850
- % of Income	2.8%	1.9%	2.4%
Operating expenditure	54 368	53 210	51 573
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	30 745	26 409	4,533
No of months of operating expenditure	6.8	6.0	1.1
Reserves policy target	27 184	26 605	25,787
No of months of operating expenditure	6.0	6.0	6.0
Free reserves over/(under) target	3,561	(196)	(21,254)

**MEETING; 26/09/2019**

**Ref: 15010**

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

**EcoACTIVE Education Services**

**Adv: Sandra Jones**

**Amount requested: £70,000**

**Base: Hackney**

**Benefit: Hackney**

**Amount recommended: £70,000**

### **The Applicant**

EcoACTIVE (formerly EcoACTIVE Education Services), a charitable incorporated organisation, was established in 2002 to promote sustainable development in Hackney and East London through a range of activities which build participants' knowledge, skills and confidence. Activities include waste education in schools; working with local volunteers in parks and estates to encourage gardening, food growing and biodiversity improvements; air quality awareness; workshops on energy saving and creative community development with local community groups around reuse and saving resources through arts and crafts.

### **The Application**

EcoACTIVE wish to expand on their Community Gardens Network Project by delivering a volunteer skills development programme and community education activities in community gardens, half of which will be on new plots with the other half will be existing gardens needing support to become sustainable. Participation will help enhance social cohesion and reduce loneliness. This will be achieved by appointing a project officer for 14 hours per week, a Co-ordinator for 11 hours per week and associated running costs.

### **The Recommendation**

EcoACTIVE is a well-run and well-respected organisation delivering a range of activities to increase environmental awareness and community resilience. This application meets the outcomes of the Connecting the Capital programme as local communities will have better, more sustainable assets and greater wellbeing through improved access to community facilities.

The original project budget included an element of building and maintaining the gardens. As these are on plots of land on housing estates, it is considered that the landlord (mainly housing associations and local authority land) should contribute to the improvement of the plot of land, and that the City Bridge funding should be for developing the local communities and volunteers. In discussions with officers, it was recognised that, rather than funding the garden maintenance and development, that they should increase the materials for the skills and education workshops and for sessional staff. The grant recommended is therefore:

***£70,000 over three years (3 x £25,000) to contribute to the salary costs of the Project Officer for 14 hours per week, Co-ordinator for 11 hours per week and associated running costs.***

### **Funding History**

Meeting Date	Decision
15/06/2017	Stepping Stones: to develop training courses and an online shop targeting schools, housing associations and parks.

13/02/2013	£84,000 over three years (£27,440; £28,000; £28,560) towards the salary and on-costs of a Senior Education Officer to deliver a whole-school and community project to prevent food, energy, paper and packaging waste in N London.
------------	--

### Background and detail of proposal

The aim of the project is to give greater access to outdoor environmental activities to people from different backgrounds living in a specific, often deprived area. By taking part in this project, people in each neighbourhood will recognise and develop their strengths / talents to deliver sustainable community gardens. By the end of the project volunteers will have the skills and confidence to run their own community gardens with minimal support from EcoACTIVE.

The staff identify plots of land to be developed and the owners of the land are contacted, and permission sought. All gardens will be in the top 20% deprived Lower Super Output Areas. Participants will be identified by promoting the garden through local organisations, housing officers, GPs and local people.

### Financial Information

The organisation's reserves policy is to hold three months in free reserves. From the information in the table below you will see that the level of free reserves is consistently higher than this target.

The deficit being incurred on restricted funds would need to be covered by unrestricted or free reserves, which would therefore reduce the amount by which they are over their target.

Year end as at 31 March	2018 Examined Accounts £	2019 Budget £	2020 Forecast £
<b>Income &amp; expenditure:</b>			
Income	190,552	210,638	238,347
- % of Income confirmed as at 22/02/2019	n/a	n/a	73%
Expenditure	(215,609)	(251,518)	(244,347)
Total surplus/(deficit)	(25,057)	(40,880)	(6,000)
Split between:			
- Restricted surplus/(deficit)	(4,105)	(33,551)	(10,582)
- Unrestricted surplus/(deficit)	(20,952)	(7,329)	4,582
	(25,057)	(40,880)	(6,000)
Cost of Raising Funds	0	14,359	4,235
- % of Income	0.0%	6.8%	1.8%
Unrestricted expenditure	132,294	135,404	122,008
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	63,840	58,511	61,093
No of months of unrestricted expenditure	5.8	5.0	6.0
Reserves policy target	33,074	33,851	30,502
No of months of total expenditure	3.0	3.0	3.0
Free reserves over/(under) target	30,767	22,660	30,591

**MEETING: 26/09/2019**

**Ref: 15063**

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

**Hackney Council for Voluntary Service**

**Adv: Sara Masters**

**Base: Hackney**

**Benefit: Hackney**

**Amount requested: £225,000**

**(Revised request: £248,000)**

**Amount recommended: £200,000**

### **The Applicant**

Hackney Council for Voluntary Service (HCVS) is the umbrella organisation for the voluntary and community sector in Hackney and the City. They provide training, support and resources and Associate Membership is free to all VCSE organisations operating in Hackney. HCVS was established twenty-two years ago and its Director has been with the organisation for eighteen years. They have a strong reputation in the sector.

### **The Application**

HCVS want to build the knowledge and capacity of the voluntary organisations they support through a robust programme of organisational support including group training; application support; one to one support; 'meet the funder' sessions and regular communications through a detailed newsletter promoting opportunities and initiatives relevant to the sectors they represent. The 'face to face' aspect of this work will reach 2,500 organisations (not necessarily unique) with the newsletter reaching an average of 1,500 organisations p/year over the five years of funding. As a result of this work they want to build the sector's confidence and skills; increase access to available opportunities and increase the level of funding for their members. This aspect of their work will be managed by their VCS Development Manager who has been with HCVS for two years and Training Coordinator who has worked there for five years.

### **The Recommendation**

This work will reach a high number of VCSE organisations in the borough and help lay the foundation for a more robust and sustainable sector in the medium term. The original application was revised to include more delivery costs but the grant recommended is lower than both requests as the organisation has sufficient scope within its free reserves to contribute to this project, hence the sum advised:

***£200,000 over five years (5 x £40,000) towards the pt 3dpw salary costs of the VCS Development Manager, pt 2pdw salary costs of the Training Coordinator and contribution to marketing, IT support and subscriptions.***

### **Funding History**

Meeting Date	Decision
07/09/2018	Two applications to the Cornerstone fund were declined as they were not as strong as others submitted.
25/09/2014	£157,000 over three years (£52,000; £52,000; £53,000) towards the part-time salary (0.6FTE) of an Organisation Development Officer, plus management and project running costs of a capacity building programme.

## Background and detail of proposal

Hackney is a highly diverse borough and its VCSE sector reflects that with a high number of small charitable organisations, 61% of whom have less than five members of staff. 76% of the small to medium organisations they work with support people living with disadvantage in a borough with the third highest level of poverty in London (after the neighbouring boroughs of Newham and Tower Hamlets). HCVS work hard to respond to the needs of the range of organisations they are there to support including having a series of issue-based networks; training opportunities and events. They also have strong links with the local authority. HCVS have a new strategic plan for 2019-2022 which outlines their vision of a fairer Hackney with the mission of tackling inequality and driving social change. One of their key strategic objectives is supporting a stronger, thriving voluntary and community sector which this application responds to.

## Financial Information

HCVS has historically held a significant sum in designated funds with the intention of buying permanent premises. With property prices ever increasing in Hackney they released this money from its designation into their free reserves, apportioning £250,000 to finance the recent refurbishment of their leased premises. There is a detailed plan to commit the surplus in free reserves over the next three years which includes: offsetting operational deficits on core projects; upgrading the IT and database; increasing the reserves policy level (to £240k) to provide better security against variations in funding; meeting exceptional staff costs (on sickness and redundancy). There will also be a contribution from reserves to the project applied for here, as mentioned earlier.

Year end as at 31st March	2018 Signed Accounts £	2019 Management Accounts £	2020 Forecast £
<b>Income &amp; expenditure:</b>			
Income	2 729 563	1 691 139	2 563 974
- % of Income confirmed as at June 2019	N/A	N/A	87%
Expenditure	2 828 623	2 239 241	2 746 634
Net gain (loss) on investment	25 012	13 081	12 000
Total surplus/(deficit)	(74 048)	(535 021)	(170 660)
Split between:			
- Restricted surplus/(deficit)	(23 807)	(456 704)	(68 257)
- Unrestricted surplus/(deficit)	(50 241)	(78 317)	(102 403)
	(74 048)	(535 021)	(170 660)
Cost of Raising Funds	53 460	28 560	29 000
- % of Income	2.0%	1.7%	1.1%
Operating expenditure (unrestricted funds)	231 377	218 659	305 458
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	998 807	920 490	818 087
No of months of operating expenditure	51.8	50.5	32.1
Reserves policy target	57 844	54 665	76 365
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	940 963	865 825	741 723

**MEETING: 26/09/2019**

**Ref: 15174**

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

**Hackney Council for Voluntary Service**

**Adv: Sara Masters**

**Base: Hackney**

**Benefit: Hackney**

**Amount requested: £140,679**

**(Revised request: £224,000)**

**Amount recommended: £224,000**

### **The Applicant**

Hackney Council for Voluntary Service (HCVS) is the umbrella organisation for the voluntary and community sector in Hackney. They provide training, support and resources and Associate Membership is free to all VCSE organisations operating in the borough. It was established twenty-two years ago and the Director has been with the organisation for eighteen years. They have a strong reputation in the sector and are involved in a number of pan-London initiatives.

### **The Application**

HCVS initiated Hackney Giving in 2014 to raise money for local community projects. They managed to raise £300k but the project stalled due to a lack of capacity within HCVS. They now want to resurrect the initiative, developing business donor packages, hosting local 'Hackney Giving Live' events and promoting and marketing the initiative to key stakeholders and potential donors. They also want to coordinate local fundraising giving-circles using local residents interested in 'giving back' to their communities as volunteers. The initiative will involve working with several key partners including The Funding Network, Volunteer Centre Hackney, East End Community Foundation, Hackney Council and East London Business Alliance all of whom they have strong relationships with. The original request was for support for three years but have subsequently amended this to five. By the end of the grant term they hope to have built the giving to £82,000 in a combination of donations from corporates and the live events growing that to £180,000 by the end of Year 7.

### **The Recommendation**

HCVS is a respected organisation with a strong reputation. It is very hard to attract funding for the operation of giving schemes. By providing five-year funding it will enable Hackney Giving to gain traction and build sustainability with a far greater chance of success in the long term. HCVS has an application elsewhere in your papers today for support for its core activities. That grant is recommended on the basis that the charity has sufficient free reserves to make a contribution to the costs. A similar contribution is not recommended for this project as, in effect, HCVS is hosting Hackney Giving on behalf of the whole borough and so should not be expected to make a significant contribution from the charity's reserves.

***£224,000 over five years (£48,000; £41,000; £42,000; £45,000; £48,000) for the costs of launching and running Hackney Giving including the pt 3dpw salary for a Programme Manager; training costs; volunteer expenses and giving events.***

### **Funding History**

Meeting Date	Decision
07/09/2018	Two applications to the Cornerstone fund were declined as they were not as strong as others submitted.

25/09/2014	£157,000 over three years (£52,000; £52,000; £53,000) towards the part-time salary (0.6FTE) of an Organisation Development Officer, plus management and project running costs of a capacity building programme.
------------	---

### Background and detail of proposal

Hackney Giving will provide a significant boost to the many small and BAMER community groups in Hackney with a focus on organisations with a turnover of £300k and below p/annum. The organisation has run a similar initiative previously and has used the learning from that to create a robust programme building in the capacity that was lacking previously and thinking about how it will work sustainably in the long term. This includes building a 10% administration fee into donations as well as looking to one of their corporate partners to provide core support to the initiative as they move into Year 6. Hackney is home to several businesses including Aviva, London Fields Brewery and Our Vodka who have all expressed a desire to 'give back' to their community and Hackney Giving is an excellent vehicle to channel this philanthropy. They have built a strong cohort of partners around the initiative which will strengthen the offer and help to build its profile. The first iteration of Hackney Giving had support from large corporate firms including Linklaters and UBS and these would be approached again as initial sponsors.

### Financial Information

HCVS has historically held a significant sum in designated funds with the intention of buying permanent premises. With property prices ever increasing in Hackney they released this money from its designation into their free reserves, apportioning £250,000 to finance the recent refurbishment of their leased premises. They will spend down the surplus over the next five years by underpinning their core activities, including a contribution to a project recommended elsewhere in your papers today and to ensure that as much of their provision as possible is sustainable.

Year end as at 31st March	2018 Signed Accounts £	2019 Management Accounts £	2020 Forecast £
<b>Income &amp; expenditure:</b>			
Income	2 729 563	1 691 139	2 563 974
- % of Income confirmed as at June 2019	N/A	N/A	87%
Expenditure	2 828 623	2 239 241	2 746 634
Net gain (loss) on Investment	25,012	13,081	12,000
Total surplus/(deficit)	(74,048)	(535,021)	(170,660)
Split between:			
- Restricted surplus/(deficit)	(23 807)	(456 704)	(68 257)
- Unrestricted surplus/(deficit)	(50 241)	(78 317)	(102 403)
	(74,048)	(535,021)	(170,660)
Cost of Raising Funds	53,460	28,560	29,000
- % of Income	2.0%	1.7%	1.1%
Operating expenditure (unrestricted funds)	231,377	218,659	305,458
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	998 807	920 490	818 087
No of months of operating expenditure	51.8	50.5	32.1
Reserves policy target	57,844	54 665	76 365
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	940 963	865 825	741 723



**MEETING 26/09/2019**

**Ref: 15312**

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

**Harmony House Dagenham CIC**

**Adv: Jenny Field**

**Amount requested: £155,000**

**Base: Barking & Dagenham**

**Benefit: Barking & Dagenham**

**Amount recommended: £91,500**

### **The Applicant**

Harmony House (HH) is a community interest company that provides a variety of activities for the benefit of the local community. These include three day nurseries that between them offer 202 full-time places, with over 370 children on the roll; a basic English and employability programme for the long-term unemployed; and its Silvernet programme for older people in the borough. Silvernet's activities include:

- 17 social clubs benefitting over 400 older people per week who meet for food, advice, entertainment and social interaction
- A telephone befriending service whereby 86 older people who would not otherwise speak to anyone all day receive a daily telephone call
- 3 silver surfer clubs
- A handyperson and small jobs service
- 8 large events annually which could include tea dances, outings to places of interest, or external speakers.

### **The Application**

Building on its experience with telephone befriending service, it is proposed to engage three befrienders, each working 12 hours per week, to undertake fortnightly visits to an initial cohort of 48 older people who are known by HH to be the most lonely and socially isolated. As the project develops, the befrienders will encourage at least 18 of the cohort to take part in one of the social clubs run under the Silvernet programme by making introductions and arranging transport. This will enable new referrals to be made which will be encouraged through agencies such as social services and through GP surgeries. In addition, a minimum of three volunteers will be recruited annually to work with the befrienders either to undertake additional home visits or to help a befriended person to 'gel' with a social club.

### **The Recommendation**

Harmony House was originally established in 1993 in response to the needs of newly arrived refugees in the borough. As the number of refugees have reduced it has channelled its resources to meet other community needs locally. It has a wide reach for those living and working in Barking & Dagenham and a good track record of working with older people.

Funding has been requested for five years. However, as this is a new project, funding for three years is recommended at this stage. This would not preclude the organisation from applying for continuation funding of two years once the project has been able to demonstrate its success.

**£91,500 over three years (£30,000; £30,500; £31,000) towards the part-time salaries (12 hours per week each) of three Befrienders, funding in each year subject to the receipt of satisfactory management accounts.**

## Funding History

Meeting Date	Decision
18/04/2013	Funding towards an existing programme. The applicant has not made a sufficient case that the work fits the outcomes of your programme for 'Older Londoners'.
25/09/2003	Group income far exceeds small grant limit of £50k. Organisation has skill and funds to support the project.

## Background and detail of proposal

The proposed befriending scheme has the potential to be a very useful addition to HH's offer for older people. An important element of the project is its ambition to support those who are currently housebound to access social activities and make new friends.

## Financial Information

HH's reserves are considerably below its target of three months' worth of running costs. The Board is committed to increasing its reserves by identifying future opportunities for self-generated income, for example by increasing the number of lettings of its meeting space and/or increasing number of childcare places available. However, it is considered prudent to include a condition of grant that funding each year is subject to the receipt of satisfactory management accounts.

Year end as at 31st March	2018 Signed Accounts £	2019 Draft Accounts £	2020 Forecast £
<b>Income &amp; expenditure:</b>			
Income	2 045 200	1 958 316	1 997 443
- % of Income confirmed as at 01/08/2019	N/A	N/A	60%
Expenditure	(1 973 194)	(2 102 300)	(2 121 522)
Total surplus/(deficit)	72 006	(143 984)	(124 079)
Split between:			
- Restricted surplus/(deficit)	2 368	(249)	1 447
- Unrestricted surplus/(deficit)	69 638	(143 735)	(125 526)
	72 006	(143 984)	(124 079)
Operating expenditure (unrestricted funds)	1 893 340	1 966 772	2 085 763
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	380 113	236 129	110 603
No of months of operating expenditure	2.4	1.4	0.6
Reserves policy target	473 335	491 693	521 441
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(93 222)	(255 564)	(410 838)

**MEETING: 26/09/2019**

**Ref: 15347**

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

**Kentish Town City Farm Ltd**

**Adv: Lily Brandhorst**

**Base: Camden**

**Amount requested: £82,800**

**Benefit: Camden**

**Amount recommended: £82,800**

### **The Applicant**

Kentish Town City Farm (KTCF) was established in 1972, and is a working farm providing an essential green, open space in the heart of the city. It offers an immersive, hands-on experience in farming, gardening and animal care, enabling many local children to learn about the vital role natural environments play in everyday life. For Camden's most vulnerable individuals it provides unique farm-based therapeutic and developmental activities to help them cope with disability and disadvantage. It also provides the public with a peaceful and relaxing green oasis in the middle of the urban environment. It has over 35,000 visitors of all ages annually, including approximately 5,500 school children, teachers and parents through its education programme.

### **The Application**

KTCF seeks a further two years of funding towards the salary of a full-time Education Officer and associated project costs. Each year, the Education Officer will:

- Plan and lead 200 environmental education visits for over 4,000 children, plus teachers and parents.
- Prepare and supervise 20 corporate volunteering days for 500+ volunteers, with outdoor environmental activities such as maintenance, repairs, gardening and animal care.
- Lead on the creation of engaging educational displays, activities and festivals themed around the land and environment, reaching an expected audience of more than 2,000.

Through the above activities, members of the local community will come together through shared activities and improve their knowledge and appreciation of environmental issues. Corporate volunteers will be carrying out tasks of genuine value to the farm and will also grow the awareness of topics such as biodiversity.

### **The Recommendation**

KTCF has decades of experience successfully delivering community education activities and has trained hundreds of young people in animal care. It is treasured by the local community and attracts school groups, families and individuals from across London. The current three-year grant towards the Education programme has been delivered well, with excellent feedback from teachers. A grant is recommended as follows:

***£82,800 over two further and final years (£41,400 x 2) towards the salary and project costs of a full-time Education Officer. The second year of this grant is conditional upon receipt of satisfactory management accounts at the end of the first year.***

## Funding History

Meeting Date	Decision
31/01/2018	£2,600(6.5 days @ £400 per day) to provide an eco-audit.
18/03/2016	£118,300 over three years (£38,850, £39,450, £40,000) for the salary of a full-time Education Officer, together with the associated project running costs.
10/09/2009	£115,500 over three years (£37,500; £38,500; £39,500) for the salary and project costs of an Education Development Officer.
27/02/2003	£87,000 over three years (£29,000, £28,250, £29,750) for the salary and project costs of an Education Development Officer.

## Background and detail of proposal

The City Bridge Trust has supported KTCF's Education Worker on several occasions since 2003. The post-holder is responsible for developing, delivering and monitoring the farm's education programme in consultation with schools, playgroups and the local community. They are also on-hand during the visit to answer visitors' questions about the farm's plants, animals and natural spaces, and support corporate volunteering days. The current Education Officer has been in post for 14 years. Funded work has always been carried out to a high standard, with excellent feedback from beneficiaries.

## Financial Information

The farm ended 2018 and 2019 in deficit but is aiming to reduce spending in 2020 to reverse this trend. 2018/19 saw considerable conflict between staff and trustees over how to ensure the farm's long-term sustainability without compromising its values. This has been resolved and a new board is now in place. The anticipated deficit on restricted funds in 2020 will be covered by a projected unrestricted surplus.

Year end as at 31st March	2018 Signed Accounts £	2019 Draft Accounts £	2020 Forecast £
<b>Income &amp; expenditure:</b>			
Income	305,406	436,073	367,687
- % of income confirmed as at 31/7/19	N/A	N/A	68%
Expenditure	(351,909)	(438,737)	(360,155)
Bad Debt	0	0	(3,000)
Total surplus/(deficit)	(46,503)	(2,664)	4,532
Split between:			
- Restricted surplus/(deficit)	(43,928)	7,092	0
- Unrestricted surplus/(deficit)	(2,575)	(9,756)	4,532
	(46,503)	(2,664)	4,532
<b>Cost of Raising Funds</b>	13,654	18,320	7,966
- % of income	4.5%	4.2%	2.2%
Total expenditure	351,909	438,737	360,155
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	93,724	83,968	88,500
No of months of operating expenditure	3.2	2.3	2.9
Reserves policy target	87,977	109,018	91,922
No of months of operating expenditure	3.0	3.0	3.1
Free reserves over/(under) target	5,747	(25,050)	(3,422)

MEETING: 26/09/2019

Ref: 15209

## ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital

**Living Streets (The Pedestrians Association)**

**Adv: Shegufta Slawther**

**Base: Tower Hamlets**

**Amount requested: £135,256**

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

**Amount recommended: £135,250**

### The Applicant

Established in 1929, Living Streets promotes the safety and comfort of the walking public. The charity aims to address social isolation, minimise the risk of preventable illness and reduce pollution by promoting and championing walking. The charity has led on campaigns that resulted in the first speed limits and zebra crossings. It aims to address barriers that prevent people from walking, particularly as a result of age or disability.

### The Application

The charity is seeking continuation funding for three years, having secured your funding for an initial two years for its older people's project in Redbridge. Building on the success of the first two years, a further three years funding will expand the project into Havering and Barking and Dagenham.

### The Recommendation

The first two years of delivery have had strong outcomes with over 350 older people engaged in their community events, over 153 older people reporting feeling healthy, active and less isolated as a result of walking more, and 145 older people making a Walking Pledge; supporting lasting behaviour change for participants. Taking the success of delivery in Redbridge, the charity wishes to expand delivery into two further boroughs, which was an aim of the original two-year grant.

***£135,250 over three further and final years (£44,560, £44,740, £45,950) for the full-time Project Coordinator and running costs for Living Street's work to address barriers to walking for older people in Redbridge, Havering, Barking & Dagenham.***

### Funding History

Meeting Date	Decision
24/11/2016	£85,900 over two years (£43,500; £42,400) for a part-time Co-ordinator (3 days per week) and project resources to support Living Streets' work to address barriers to walking for older people in Redbridge.
20/01/2011	£135,860 over three years (£43,370; £45,270; £47,220) for a project to improve knowledge and action for a better walking environment in London.

### Background and detail of proposal

The project has two main strands; first the community-based initiatives; addressing issues preventing older people from walking. Using Community Street Audits (CSAs) and one-to-one sessions, the charity will uncover barriers to walking for older people and their carers. The charity has evidenced that encouraging Walking Pledges and

social walking events, has increased walking amongst this group. It has also inspired older people to walk by providing positive and practical tips about how to get around safely and working within existing community infrastructure to increase physical activity. Participants act as walking champions for others and volunteers provide support and build confidence. The second strand of work is around sharing best practice across London; by bringing together borough partners and representative from other councils to discuss the findings, celebrate the successes and tackle challenges.

Having already worked with the London Borough of Redbridge, the charity is aware there are more older people and carers who are inactive and/or socially isolated in Barking and Dagenham. Through its Best Practice event, which had 43 colleagues from various local authorities attend, the charity was able to highlight the impact of its approach on getting older people active. The London Borough of Havering have identified isolation and loneliness within their local population as a problem. All three boroughs have high percentages of older people living alone with Havering having the oldest population across London; 48% of people 65 and over living alone. The 2017 Joint Strategic Needs Assessments for all three boroughs demonstrate the link between people living alone and social isolation.

### Financial Information

The charity's reserves policy is to hold six months of core costs. The organisation holds additional designated funds for specific projects in the period to end of September 2020 and have not been included in the figure for free reserves held in 2018.

Income has grown steadily with more funding secured from trusts and foundations, as well as the income from its wholly owned trading subsidiary; Living Streets Services.

Year end as at 30th September	2018 Signed Accounts £	2019 Draft Accounts £	2020 Forecast £
<b>Income &amp; expenditure:</b>			
Income	5,038,547	5,699,640	4,555,565
- % of Income confirmed as at 23/08/2019	N/A	N/A	55%
Expenditure	(5,296,973)	(5,749,850)	(4,789,522)
Total surplus/(deficit)	(258,426)	(50,210)	(233,957)
Split between:			
- Restricted surplus/(deficit)	(466,075)	191,262	(335,089)
- Unrestricted surplus/(deficit)	207,649	(241,472)	101,132
	(258,426)	(50,210)	(233,957)
Cost of Raising Funds	123,031	219,417	201,930
- % of Income	2.4%	3.8%	4.4%
Operating expenditure (unrestricted funds)	1,050,290	1,670,266	1,341,775
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	572,326	330,854	431,986
No of months of operating expenditure	6.5	2.4	3.9
Reserves policy target	835,406	835,133	670,888
No of months of operating expenditure	9.5	6.0	6.0
Free reserves over/(under) target	(263,080)	(504,279)	(238,902)

**MEETING 26/09/2019**

**Ref: 15408**

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

**National Youth Theatre of Great Britain (NYT)**

**Adv: Kate Moralee**

**Base: Islington**

**Amount requested: £100,000**

**Benefit: London-wide**

**Amount recommended: £100,000**

### **The Applicant**

National Youth Theatre is a world leading youth arts organisation established in 1956. It is a registered charity which empowers young people to take centre stage in their lives. Its guiding principles are developing young people socially and creatively, promoting team work through an ensemble approach to theatre and creating positive social change. Whilst many of the young people may go on to become well-known faces of stage and screen others go on to be great lawyers, journalists, doctors, entrepreneurs and CEO's.

### **The Application**

NYT's main building is located in Holloway with the potential of an open high street presence. Currently the building is old and unattractive with the current entrance at the side of the building, through two locked gates. The internal layout of the building is not open or welcoming, rather higgledy piggledy and off-putting, with the journey to find the reception area very difficult. One young person with anxiety, left the building due to the level of anxiety experienced trying to find the reception area. The application is for a contribution to the Access and Inclusion aspect of the overall renovation of the building (cost £4,450,000 of which £4,025,000 has been secured).

### **The Recommendation**

The proposed works have been informed by an independent access audit with estimated costs of £279,000 for the Access and Inclusion works. The improvements include provision of a platform lift within the newly created front entrance, a powered sliding door entrance, internal ramps, accessible WC and changing facilities and additional induction loops. The full Phase one renovation will create an open, welcoming space with improved access and increased number of studio spaces for the use of young people. It will also create a visible high street presence to increase its engagement with local young people. Your support is sought and it is believed that a grant from you could help to trigger the final pieces in the jigsaw of funding (eg, Reuben Foundation, London Marathon Trust). A grant is recommended:

**£100,000 towards the cost of access works at National Youth Theatre of GB.**

### **Funding History**

Meeting Date	Decision
09/05/2019	Organisation has withdrawn the application as it can fund the audit from its own reserves.
03/06/2010	This is essentially an arts project rather than one that is clearly environmental education. The associated education elements will be delivered by an organisation currently in receipt of a grant.

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

NYT had its 60<sup>th</sup> Anniversary in 2016 and has an alumni of famous faces of screen and live theatre who would otherwise not have been able to afford drama school "The NYT at this moment in time is incredibly important because the way my business is going, it's the prerogative only of kids who have got money. It was my way in because we didn't have the money to send me to drama school." Helen Mirren.

The charity's remit is to give free and affordable opportunities on and off stage to young people aged 14 to 25. It has engaged over 150,000 young people since 1956 and has reached audiences of over 2 billion people, nationally and internationally. It pioneered "youth theatre" staging professional standard productions made up solely of young people on leading stages in the West End and on tour. It delivers a social inclusion course Playing Updrawing young people from all over the UK. It is committed to encouraging equality and celebrating diversity amongst young people, its workforce, volunteers and programmes.

NYT currently recognises it currently does not have a strong presence locally, as it does not have a high street presence and is open on demand rather than scheduled opening times. It also appreciates it could do more to reach out to people with a disability and although it has committed to a pilot project working with people with a learning disability, which is delivered as outreach work as the current layout at NYT does not facilitate a positive environment for disabled young people.

### **Financial Information**

Most of the organisation's income is unrestricted income through charitable trading, donations and fundraising events, with a relatively small percentage being restricted income. 2018 was an unusual year for National Youth Theatre in terms of producing an unrestricted surplus, it transferred £250,000 at year end 31 March 2018 from the unrestricted reserves to the new designated Property Fund. During the period of redevelopment NYT is confident of continuing a breakeven position, with growth predicted beyond the redevelopment.



<b>Year end as at 31st March</b>	<b>2018 Signed Accounts £</b>	<b>2019 Draft Accounts £</b>	<b>2020 Forecast £</b>
<b>Income &amp; expenditure:</b>			
Income	2,921,584	2,939,983	3,265,066
- % of Income confirmed as at 20/08/2019	N/A	N/A	50%
Expenditure	(2,748,977)	(2,891,716)	(3,273,542)
Total surplus/(deficit)	172,607	48,267	(8,476)
Split between:			
- Restricted surplus/(deficit)	(21,243)	46,963	0
- Unrestricted surplus/(deficit)	193,850	1,304	(8,476)
	172,607	48,267	(8,476)
Cost of Raising Funds	344,993	492,110	366,003
- % of Income	11.8%	16.7%	11.2%
Operating expenditure (unrestricted funds)	2,355,073	2,504,496	2,924,096
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	689,028	690,332	681,856
No of months of operating expenditure	3.5	3.3	2.8
Reserves policy target	687,851	687,851	687,851
No of months of operating expenditure	3.5	3.3	2.8
Free reserves over/(under) target	1,178	2,482	(5,995)

This page is intentionally left blank

**MEETING: 26/09/2019**

**Ref: 15553**

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

**Noah's Ark Children's Hospice**

**Adv: Claran Rafferty**

**Amount requested: £85,905**

**Base: Barnet**

**Benefit: Barnet, Enfield,  
Haringey, Camden, Islington**

**Amount recommended: £86,000**

### **The Applicant**

Noah's Ark Children's Hospice was established in 1999 as a "hospice at home" service – providing clinical, emotional and practical care and support to children with life-limiting or life-threatening conditions and their families in their homes and in the community in the absence of a physical hospice building. Its current work is still provided in clients' homes although a major fundraising campaign over the past 3+ years has enabled the charity to build a brand new hospice, called The Ark, which is due to open later in 2019.

### **The Application**

This application is to continue, for a further two years, your three-year funding of a p/t Drama & Movement Therapist and a p/t Music Therapist to support disabled children within the overall family context. The work delivered over the past three years has been exceptional, thanks in no small part to the skills and expertise of the two postholders and to the level of support given by the charity to them and their work.

### **The Recommendation**

Each child, when first embarking on these specialist therapy programmes, undergoes an assessment of their current needs and abilities from which a specialist programme can be constructed. This programme will be delivered for as long as the child needs it and, in those sad occasions when the child dies, the Therapists can assist the family with appropriate measures to help them grieve and to remember the child in the way they may wish (eg by memory-making). Their work with the children has greatly increased their quality of life and there are many examples of where children have flourished due to their interventions. A grant is advised:

***£86,000 over two further and final years (2 x £43,000) for the salary of a p/t (3dpw) Music Therapist plus 2 dpw of a Drama & Movement Therapist, plus related activity costs for work with London children with complex needs and disabilities.***

### **Funding History**

Meeting Date	Decision
22/09/2016	£120,000 over three years (3 x £40,000) for the salary of a p/t (3dpw) Music Therapist plus 2 dpw of a Drama & Movement Therapist, plus related activity costs.

## Background and detail of proposal

Approximately 70 seriously ill and/or disabled children will benefit from the Music or Drama/Movement therapy sessions each year. Where demand exceeds capacity prioritisation is done through the initial assessment process. The new building, when it fully opens in a few months, will greatly enhance the service as there will be dedicated space for the Therapists to work, though they will still need to support some of the children at home. Their sessions can be delivered as one-to-one or in groups, whichever is best for the child. At times of crisis and in bereavement the Creative Therapies Team is a fantastic resource and support for the whole family and represent the charity's most in-demand service for the past three years.

## Financial Information

At the end of 2018, and while the new building was still being constructed, the charity held £871,633 of funds which were deemed as restricted to support the Capital Appeal but which could also be used as a "service sustainability fund" to enable services to continue in the event of a major disruption to the building schedule (this usage was made clear to donors). With the building now completed in mid-2019 those funds, which are still contained within the restricted surplus shown for 2019 in the table below, can be considered as being available to offset the deficit in unrestricted reserves forecast for the year and which would bring the level of free reserves to approximately £600,000 at the year end and close to the policy target. With the building now complete the restricted funds invested in its construction will show on future balance sheets as fixed assets.

Year end as at 31st December	2017 Audited Accounts £	2018 Audited Accounts £	2019 Forecast £
<b>Income &amp; expenditure:</b>			
Income	4,521,120	4,731,338	5,431,112
- % of Income confirmed as at 30/8/2019	N/A	100%	87%
Expenditure	(2,534,727)	(2,822,628)	(3,286,088)
Total surplus/(deficit)	1,986,393	1,908,710	2,145,024
Split between:			
- Restricted surplus/(deficit)	2,285,368	2,948,349	2,659,432
- Unrestricted surplus/(deficit)	(298,304)	(998,511)	(514,408)
Endowment Fund surplus/(deficit)	(671)	(41,128)	0
	1,986,393	1,908,710	2,145,024
<b>Cost of Raising Funds</b>	1,092,610	1,101,504	1,008,582
- % of Income	24.2%	23.3%	18.6%
Operating expenditure (unrestricted funds)	1,887,846	2,139,565	2,766,852
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	517,148	227,944	(286,464)
No of months of operating expenditure	3.3	1.3	-1.2
Reserves policy target	472,000	534,000	691,713
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	45,148	(306,056)	(978,177)

**MEETING 26/09/2019**

**Ref: 15223**

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

**RiDC: Research Institute for Disabled Consumers**

**Adv: Samantha Grimmatt-Batt**

**Base: Islington**

**Amount requested: £100,000**

**Benefit: London-wide**

**Amount recommended: £100,000**

### **The Applicant**

The Research Institute for Disabled Consumers (RiDC) is a registered charity founded by the Consumers' Association (Which) and has been operating for over 50 years. It became independent in the 1990's and conducts user-centred research, involving disabled and older consumers, to: provide consumer information and user reviews to help disabled and older people to choose products and services; help businesses improve products and services; and take the voice of disabled and older consumers to decision makers. The charity aims to reduce financial inequality so that disabled people don't have to pay more due to their disability, and reduce social inequality by making sure that disabled people can access products which enable them to be part of the community.

### **The Application**

Building on a pilot, RiDC wishes to involve people with mild to moderate dementia in a collaboration with Innovation in Dementia (ID) and DEEP: the UK Network of Dementia Voices (DEEPUK). The project will create user-led evaluations which provide feedback on the consumer needs and experiences of people with dementia when using arts, sports, health or well-being venues or services in London. The evaluations, which will be both co-designed and co-delivered, will be used both to provide information to the wider sector and to inform the venues themselves of the needs of this user group.

### **The Recommendation**

This project meets two of your Connecting the Capital priority areas well, enabling older people, and disabled people, to participate more fully in arts, sport, health and wellbeing activities, as well as supporting and amplifying their voices, which speaks to your "Voice and Leadership" priority under the same programme. People with dementia are often excluded from participation in this type of consumer research because of a perceived lack of awareness or a belief that involvement will be too difficult. This collaboration between three organisations with very specific expertise will provide a rare opportunity for meaningful involvement in a very worthwhile project with potential long-term benefits for many other Londoners with dementia. Funding is advised:

**£100,000 (34,000, £34,000, £32,000) over three years towards the cost of setting up and running a programme of local consumer research projects evaluating arts, sports, health and well-being projects from the perspective of users with dementia.**

### **Funding History**

Meeting Date	Decision
25/01/2001	£29,000 towards the cost of producing a booklet providing information on adapting homes for easier living for older people in London.

## Background and detail of proposal

This request builds on a UK-wide project completed by RIDC, ID and DEEPUK during 2015-2018. Twelve different facilities were evaluated, chosen by the people with dementia. Examples included Mecca Bingo, local transport providers, and the British Gas museum. The work led to the production of a set of guidelines for researchers, and an evaluation report. RIDC found that the project not only improved wellbeing for individual participants but was also of value to businesses, in terms of feedback and learning. Where businesses were receptive and implemented recommended changes, there were further potential benefits to other people with dementia in the wider community. The charity plans to expand on this with a London-only project, incorporating learning from the pilot and continuing to use the expertise of staff at ID and DEEP to provide a uniquely tailored participatory experience.

## Financial Information

Principal income is derived from the Consumers Association (£75,000 pa), grants, and business consultancy. Commercial income is difficult to predict and tends to be cyclical; leading to shifts between deficit and surplus positions over the years. For this reason, the charity had traditionally built/held significant reserves. However, due to recurrent deficits in 2016, 2017 and 2018 the charity has undertaken a financial review, led by a new CEO appointed in early 2019. A programme for sustainable and long-term growth, and a rebalancing of RIDC's financial position was subsequently created. This, alongside a modernisation programme and more targeted approach to business development, is expected to produce a small surplus in 2019 and a balanced budget in 2020. Current unrestricted reserves are within the target level of £450,000-£600,000. £184,000 of these relate to a pension deficit, expected to increase, inherited from RIDC's prior relationship with Which.

Year end as at 30th September	2018	2019	2020
	Signed Accounts £	Management accounts £	Forecast £
<b>Income &amp; expenditure:</b>			
Income	483,559	532,816	542,101
- % of income confirmed as at 22/08/2019	N/A	84%	49%
Expenditure	(645,228)	(517,712)	(542,101)
Gains & Losses	32,742		
Total surplus/(deficit)	(128,927)	15,104	0
Split between:			
- Restricted surplus/(deficit)	(1,267)	0	0
- Unrestricted surplus/(deficit)	(127,660)	15,104	0
	(128,927)	15,104	0
Cost of Raising Funds	50,022	36,240	42,447
- % of income	10.3%	6.8%	7.8%
Operating expenditure (unrestricted funds)	536,192	449,212	498,873
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	472,003	487,107	487,107
No of months of operating expenditure	10.6	13.0	11.7
Reserves policy target	450,000	450,000	450,000
No of months of operating expenditure	10.1	12.0	10.8
Free reserves over/(under) target	22,003	37,107	37,107

MEETING 26/09/2019

Ref: 15073

## ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital

### Sadler's Wells

**Amount requested: £545,200**  
**(Revised Request: £267,360)**  
**Amount recommended: £267,360**

**Adv: Kate Moralee**  
**Base: Islington**  
**Benefit: Islington, Newham,**  
**Tower Hamlets, Hackney**

### The Applicant

Sadler's Wells (SW) – a charitable company - is well known as one of Britain's leading theatres for the promotion of adventure in dance, fully accessible to all. It is committed to delivering a vibrant programme of learning activities and attracting a wide and diverse range of people to take part in dance. Its programmes are aimed at both younger people and elders. It is currently preparing for the opening of a new theatre in Stratford in 2022 and as such is committed to delivering outreach programmes across east London boroughs.

### The Application

Sadler's Wells is requesting funding to support an elders outreach programme in both North London and East London consisting of 8 x 10 week dance projects based in local community venues. It will also offer Company of Elders Experience workshops engaging 800 people over the five years, providing an opportunity for participants to gain further insight into its Community of Elders programme. Participants gain access to highly trained and experienced choreographers and dance tutors. This work has been piloted in Islington with SW working in partnership with 4 community centres offering a range of dance styles. It will extend its reach to three East London boroughs over the five years, working with community partners such as Peabody Housing, Age UK, The Sharp End, Newham Community Centres, Spotlight Centres and Poplar Union. It has relationships with existing organisations which deliver dance for older people in east London. It will look to expand its networks over the five year period.

### The Recommendation

Sadler's Wells is a world renowned Dance organisation providing "excellence in action" according to Baring Foundation (its referee). To address issues of diversity and equity of opportunity SW has now created an alumni for its Community of Elders, to allow progression for existing members and create space for new members. It worked with Baring Foundation over the last 18 months to address diversity with its Community of Elders now having 12% BAME participants. The dance styles offered have included Flamenco, Hip Hop, Jive, Asian and African Dance with the aim of attracting a more diverse range of participants. Following conversations with your officer SW submitted a revised budget request reflecting a more comprehensive and coherent funding request which met the criteria of your Arts, sports, health and/or well-being projects for older people priority area within your Connecting the Capital programme. Funding is recommended:

***£267,360 over 5 years (5 x £53,472) towards the salaries of a Community Engagement Manager (10 days per month) a Projects Manager (2 days per month) a Learning and Engagement Assistant (8 days per month), artists fees, venue hire and other associated costs to deliver dance opportunities for older people in north and east London.***

### **Funding History**

<b>Meeting Date</b>	<b>Decision</b>
25/09/2014	Application withdrawn.
09/09/2010	£19,900 over two years (£10,760, £9,140) towards the development of outreach dance classes and for The Company of Elders in Islington.

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

The four boroughs, Islington, Hackney, Newham and Tower Hamlets have high levels of poverty contributing to social exclusion, poor mental health, isolation and low activity levels. Sadler's Wells has a strong history of working with older people in a participatory style to increase engagement with cultural activities, improving health and wellbeing and reducing loneliness. 70% of the participants in previous outreach programmes have not been to Sadler's Wells. This programme of outreach work alongside the opening of a new venue in Stratford in 2022 aims to increase participation by older people in dance, introduce participants to new styles of dance and create a sense of community ownership of the new theatre. It also aims to embed the activities in local community centres to ensure longevity participants involvement in dance.

### **Financial Information**

The principal source of funding for Sadler's Wells the charity is income generated through ticket sales and related activities, with other sources including Trust and Foundations, donors and Arts Council. SW always presents a restricted income break even budget and has presented a conservative break-even budget for 2020, which it manages as necessary throughout the year. The reserves policy is an ambition to be met by 2026, to protect the charity against reductions in income due to external factors. The charity includes a contingency of £300,000 each year in its budget with all unused contingency being diverted to reserves to achieve the target set for 2026.



Year end as at 31st March	2018 Signed Accounts £	2019 Draft Accounts £	2020 Forecast £
<b>Income &amp; expenditure:</b>			
Income	27,323,000	27,393,000	25,336,000
- % of Income confirmed as at 21/6/19	N/A	N/A	21%
Expenditure	(27,392,000)	(27,649,000)	(25,336,000)
Gains/(Losses)	(51,000)	223,000	0
Total surplus/(deficit)	(120,000)	(33,000)	0
Split between:			
- Restricted surplus/(deficit)	(316,000)	7,000	0
- Unrestricted surplus/(deficit)	196,000	(40,000)	0
	(120,000)	(33,000)	0
<b>Cost of Raising Funds</b>	2,571,000	2,573,000	2,300,000
- % of Income	9.4%	9.4%	9.1%
Operating expenditure (unrestricted funds)	26,032,436	26,721,000	24,760,000
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	503,000	463,000	463,000
No of months of operating expenditure	0.2	0.2	0.2
Reserves policy target	1,800,000	1,800,000	1,800,000
No of months of operating expenditure	0.8	0.8	0.9
Free reserves over/(under) target	(1,297,000)	(1,337,000)	(1,337,000)

This page is intentionally left blank

MEETING 26/09/2019

Ref: 15368

## ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital

**The Kensington and Chelsea Foundation**

**Adv: Samantha Grimmett-Batt**

**Amount requested: £185,000**

**Base: Kensington & Chelsea**

**Benefit: Kensington & Chelsea**

**Amount recommended: £185,000**

### The Applicant

Kensington and Chelsea Foundation (K&CF), a charity registered in 2008, raises funds in the local community (predominantly from businesses and private schools) and redistributes them, via grant-making, to local charities. It also acts as a central hub bringing together residents, local schools, and businesses to help them to decide how best they can invest in the community where they live or work. Finally, it offers support, guidance and networking opportunities to local charities and community groups as well as individuals wishing to volunteer. K&CF is one of the earliest examples of place-based giving (PBG), and is a member of London's Giving, which you also fund.

### The Application

This is a core costs application for funding over the next five years towards the salaries of the Development Manager and Community Engagement Manager. These key roles support the CEO to work with local charity and community partners, investing in them and their expertise. In particular, these roles enable the Foundation to encourage collaborations and partnerships, leading to improved outcomes and impact. A taper has been applied, as per current Trust policy. K&CF has been funded since 2013; per your policy regarding infrastructure organisations, the usual funding moratorium of one or two years does not apply.

### The Recommendation

K&CF is one of the better established PBG schemes and as an active member of the London's Giving network, is generous in sharing its learning with other schemes. The proposed funding will enable K&CF to continue to identify pressing local needs and bring together the resources to tackle them. Funding is recommended:

***£185,000 over five years (£50,000, £45,000, £40,000, £30,000, £20,000) towards the salaries of the Development Manager and Community Engagement Manager.***

### Funding History

Meeting Date	Decision
10/01/2017	£100,000 over two years to continue to pay the salary of the Head of Business and Community Together and some associated costs.
30/10/2013	£114,000 over three years for the salary and related costs of a full-time Corporate Engagement Manager.

### Background and detail of proposal

Following the fire at Grenfell Tower on 14 June 2017, K&CF became one of the principal organisations to raise and deploy funding in response to the tragedy. Working closely with the Charity Commission, the Foundation immediately set up the Grenfell Tower Fund and collected funding directly and through Just Giving and The

Big Give. Redistributing these funds as quickly as possible to those in need dominated activities for much of 2017. This activity put considerable strain on the small staff team, although some funding was received towards core costs specifically related to this period.

In 2018 the charity undertook a listening project to determine the best way to distribute the remaining Grenfell funds, working with local businesses, faith groups, schools, voluntary and community sector organisations, and individuals. For charities based in North Kensington, K&CF focused on providing Grenfell related relief. For those in other areas K&CF worked hard to ensure that they were not ignored and £252,000 was still invested in them throughout the year.

The charity has a three year strategic plan, which will capitalise on new connections built during 2017/18 and continue to build on innovative projects such as their Winter Warmth programme, which enables those older people who can afford to donate their government Winter Fuel Payment to do so, and be sure of redistribution to local people in need. It also operates a project to address local loneliness and isolation; "Hands Across the Borough" and a youth based project; "Young Sparks". None of this work would be possible without support for core costs, which, if approved, your grant will provide.

### Financial Information

The extraordinary income in 2018, and deficits in 2019 and 2020 reflect the receipt, and ongoing distribution, of funds in response to the Grenfell Tower fire. Once Grenfell expenditure is removed, surpluses are predicted in 2019 and 2020. The Foundation expects to have distributed all Grenfell related funds by the end of 2022 and is no longer actively fundraising. The cost of raising funds comprises staff salaries, with a lower amount spent in 2019 due to gaps in recruitment. Reserves, whilst under target in 2018 and 2019, should reach target level in 2020, the actual policy being to hold 6-9 months of operating costs in unrestricted funds.

Year end as at 31st March	2018 Signed Accounts £	2019 Draft Accounts £	2020 Forecast £
<b>Income &amp; expenditure:</b>			
Income	7,526,149	874,459	900,000
- % of Income confirmed as at 19/08/2019	N/A	N/A	0%
Expenditure	(5,591,320)	(1,167,709)	(1,435,000)
Total surplus/(deficit)	1,934,829	(293,250)	(535,000)
Split between:			
- Restricted surplus/(deficit)	2,021,565	(311,924)	(744,000)
- Unrestricted surplus/(deficit)	(86,736)	18,674	209,000
	1,934,829	(293,250)	(535,000)
Cost of Raising Funds	0	172,558	230,000
- % of Income	0.0%	19.7%	25.6%
Operating expenditure (unrestricted funds)	218,400	213,818	230,000
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	73,638	91,940	137,312
No of months of operating expenditure	4.0	5.2	7.2
Reserves policy target	109,200	106,909	115,000
No of months of operating expenditure	6.0	6.0	6.0
Free reserves over/(under) target	(35,562)	(14,969)	22,312

**MEETING: 26/09/2019**

**Ref: 15178**

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

**Voluntary Action Harrow**

**Adv: Lily Brandhorst**

**Amount requested: £158,943**

**Base: Harrow**

**Benefit: Harrow**

**Amount recommended: £158,940**

### **The Applicant**

Voluntary Action Harrow (VAH) is a Company Limited by Guarantee (7554530) and worker-owned Co-operative. It aims to foster a thriving not-for-profit sector in Harrow by providing essential information, training and guidance to local voluntary sector (VCS) organisations, that in turn support the local community. VAH is firmly rooted in Harrow. All staff are local residents and have a wealth of charity sector experience, specialising in capacity building. Its collaborative working with Harrow's other infrastructure support organisations (including Young Harrow Foundation) is impressive, enabling a strategic approach to VCS support in the borough. VAH currently holds a grant from the Trust towards work to strengthen monitoring, evaluation and impact reporting practices in Harrow's Voluntary, Community & Social Enterprise Sector; it has performed very well in delivering it. Although it already holds a grant, it is eligible to apply for a grant on behalf of Harrow Giving. The latter is not yet a legal charitable entity in its own right, and VAH has therefore agreed to host it – a model followed by a number of other place-based giving schemes in other boroughs.

### **The Application**

VAH seeks funding for a full-time Development Co-ordinator over three years to develop the Harrow Giving scheme. Using the London's Giving model, Harrow Giving exists to leverage financial support and resources in kind to provide essential funding and support to local voluntary organisations and the community. The Development Co-ordinator will be responsible for: establishing a steering group of local organisations; drawing up a sustainability plan; generating income and resources; and co-ordinating the distribution of grants. The aim is to grow Harrow Giving into a fully-fledged local giving scheme that brings together local people, communities, charities and businesses to raise funds, help themselves and use lived experience to make things better for their neighbourhoods and communities.

### **The Recommendation**

Harrow Giving is aligned with the community-led principles of London's Giving and by extension with the Trust's priority of enabling place-based giving schemes to develop and become more sustainable. VAH has been the main co-ordinator of Harrow Giving's activity to date and is experienced in working with local voluntary organisations. As such it is well placed to take the project forward and to employ and support a Development Co-ordinator. A grant from the City Bridge Trust would provide funding for an essential role at a key point in the scheme's development and is likely to leverage further funding through the Development Co-ordinator's activity. Any grant should be conditional on Harrow Giving be part of the London's Giving network (which it plans to do) and that it uses the London's Giving metrics as part of its monitoring and evaluation framework, in line with requirements made of all CBT funded giving schemes.

**£158,940 over three years (£52,176; £52,570; £54,194) towards the costs of employing a full-time Development Co-ordinator to develop the Harrow Giving scheme, associated project costs and a contribution to core costs, on condition that it is part of the London's Giving network and that it uses the London's Giving metrics for the purposes of monitoring and evaluation..**

#### **Funding History**

Meeting Date	Decision
24/05/2016	£85,200 (£27,200; £28,200; £29,800) towards the salary of a part-time (21 h/p/w) Monitoring, Evaluation and Impact Development Manager and project running costs.
27/11/2014	£3,400 (8.5 days) to provide an eco-audit.
13/03/2014	Despite a follow-up request, the applicant has been unable to provide the level of financial information required to meet your requirements.
03/10/2013	Application withdrawn. Plan to submit an application later in the year after changes have been made to their governing instrument.

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

Harrow Giving has been set up under the umbrella of Harrow Community Action (HCA), a consortium of local charities (registered charity no. 1167770). Voluntary Action Harrow (VAH) Co-operative co-ordinates HCA as well as the grants currently being administered under Harrow Giving, with a decision-making panel made up of members of Harrow Community Action, Young Harrow Foundation, Harrow Voluntary & Community Sector Forum and Harrow Council. All those involved in decision making have not been applying for funding. It is envisaged that this would also be the model for Harrow Giving going forwards, but that the panel would also include representatives of additional community organisations based in Harrow. The scheme has the support of Harrow Council and will draw on its knowledge of the local area, but at assessment your Officer was satisfied that it is independent from it. VAH will draw on its existing experience of bringing a wide range of local voluntary sector organisations together on grant making decisions to place emphasis on being led by the local community. It is also keen for the Development Co-ordinator to find ways to involve local residents and businesses more involved in decision making if/where appropriate. Harrow Giving has already managed to leverage some funds: 10% of Harrow Lottery ticket sales now go to Harrow Giving for distribution to local causes.

#### **Financial Information**

The Company is in a stable financial condition. Free reserves are below target but still represent over six months' operating expenditure. A modest surplus is anticipated at the end of 2019/20.

<b>Year end as at 31st March</b>	<b>2018 Signed Accounts £</b>	<b>2019 Draft accounts £</b>	<b>2020 Forecast £</b>
<b>Income &amp; expenditure:</b>			
Income	150,271	151,952	161,728
- % of Income confirmed as at 19/7/19	N/A	N/A	70%
Expenditure	(148,364)	(143,112)	(154,177)
Total surplus/(deficit)	1,907	8,840	7,551
Split between:			
- Restricted surplus/(deficit)	12,651	4,642	7,428
- Unrestricted surplus/(deficit)	(10,744)	4,198	123
	1,907	8,840	7,551
Cost of Raising Funds	0	0	0
- % of Income	0.0%	0.0%	0.0%
Operating expenditure (unrestricted funds)	45,140	44,059	48,117
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	19,260	23,458	23,581
No of months of operating expenditure	5.1	6.4	5.9
Reserves policy target	42,076	42,547	45,284
No of months of operating expenditure	11.2	11.6	11.3
Free reserves over/(under) target	(22,816)	(19,089)	(21,703)

This page is intentionally left blank



**MEETING 26/09/2019**

**Ref: 15398**

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

**Yarrow Housing Ltd**

**Adv: Kate Moralee**

**Base: Hammersmith & Fulham**

**Amount requested: £93,577**

**Benefit: London-wide**

**Amount recommended: £94,000**

### **The Applicant**

Yarrow Housing Limited (YHL) was established as an industrial and provident society in 1988. YHL works with people with learning disabilities and those with an acquired brain injury, across 4 London boroughs. It provides housing, care and support, with the aim of increasing the independence of service users and giving them more choice and control over their lives.

### **The Application**

YHL is requesting continuation funding for its Open Doors project to increase opportunities for people with learning difficulties to participate in a wide range of activities. YHL is proposing to extend the project into new boroughs, introducing new ways of working by training people with a learning disability to become assistant coordinators and developing an accessible website to increase awareness and access to the service.

### **The Recommendation**

YHL has a strong track record of working with people with learning disabilities, taking a person-centred approach, to enhance quality of life, strengthen independence and support individuals to thrive. Yarrow is highly invested in its community presence and has build long and lasting relationships with key stakeholders in each of the communities where it works. It adopts a co-production approach to share power and design, planning and delivering support together. This proposal meets your Connecting the Capital programme area namely your Arts, sports, health and/or well-being projects for Deaf and disabled people priority area. Full funding recommended:

**£94,000 over two further and final years (£49,000, £45,000) towards the salary of a coordinator and associated costs, venue hire and development of a website with year 2 grant award conditional on sustainable levels of free reserves being held.**

### **Funding History**

Meeting Date	Decision
28/01/2016	£103,750 over three years (£33,250, £34,350, £36,150) towards the salary of a full-time Volunteer Co-ordinator, together with the associated project running costs.

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

People with learning difficulties have a shorter life span dying 15 to 20 years younger than the "average" person. This project to date has increased access to physical activities and arts resulting in improved physical and mental wellbeing of those involved. This has been demonstrated through its monitoring data and case studies

provided to date. The specific needs of people with learning disabilities require strong, long term relationships and support to access and become familiar with new opportunities. This project matches individuals with volunteers, sometimes different volunteers for different activities, to participate and access activities that most people take for granted. Some friendships between people accessing activities have developed with them meeting up to do things together.

This project fits well with other services offered by Yarrow, specifically its co-production work with people previously subject to "block contracting" through the Local Authority. Yarrow has employed a worker to support 55 people with learning difficulties supporting them to access and use personal budgets. This has resulted in developing new connections and networks, to fulfil the requirements people have identified in their personal plans. The increased networking and connections will benefit the Open Doors project.

### Financial Information

Yarrow Housing is largely dependent on contract and rental income as a managing agent and care services provider for supported accommodation provider. It received a one off large legacy in 2018 which is reflected high unrestricted reserves, before deduction of fixed assets, reported that year. Yarrow Housing adopts a conservative break even budget annually, whilst consistently reviewing its pensions deficit position.

Year end as at 31st March	2018 Signed Accounts £	2019 Draft Accounts £	2020 Forecast £
<b>Income &amp; expenditure:</b>			
Income	9 473 945	9 086 051	9 825 752
- % of Income confirmed as at 5/8/19	N/A	N/A	100%
Expenditure	(9 219 498)	(9 127 196)	(9 812 942)
Total surplus/(deficit)	254 447	(41 145)	12 810
Split between:			
- Restricted surplus/(deficit)	(5 419)	(45 050)	0
- Unrestricted surplus/(deficit)	259 866	3 905	12 810
	254,447	(41,145)	12,810
<b>Cost of Raising Funds</b>	0	0	0
- % of Income	0.0%	0.0%	0.0%
Operating expenditure (unrestricted funds)	9 121 468	8 338 452	9 812 942
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	(5 148)	44 114	56 924
No of months of operating expenditure	0.0	0.1	0.1
Reserves policy target	325 000	325 000	325 000
No of months of operating expenditure	0.4	0.5	0.4
Free reserves over/(under) target	(330 148)	(280 886)	(268 076)

MEETING 26/09/19

Ref: 15339

## ASSESSMENT CATEGORY: Bridging Divides - Positive Transitions

**Africa Advocacy Foundation (AAF)**

**Adv: Geraldine Page**

**Base: Lewisham**

**Amount requested: £74,273**

**Benefit: Lewisham, Lambeth, Southwark, Greenwich and Croydon**

**Amount recommended: £74,280**

### The Applicant

Africa Advocacy Foundation (AAF) is a charity established in 1996. Until March 2016 it was registered as both an unincorporated charity and as a company limited by guarantee. In December 2015, in order to simplify the structure of the organisation, the trustees decided to cease its previous registrations and incorporate AAF with the Charity Commission as a CIO. AAF runs several projects focused on HIV prevention and support; training for employment; mental health wellbeing; and educating communities on the harmful impacts of female genital mutilation (FGM). The charity also runs targeted work with senior citizens and young people, and annually reaches over 7,000 people originating from African countries

### The Application

The application seeks two years continuation funding to support young women aged 16 to 24 whose mental health has been adversely affected from having undergone FGM, initially funded by you in March 2016. The project offers one-to-one support, specialist counselling, and facilitated group work, including provision of arts-based therapeutic activities.

### The Recommendation

AAF is a well-established charity with a good track record in working to prevent the practice of FGM within South London's African communities. This project addresses a gap in provision to support survivors over the mental health impacts of FGM. The project fits well with your Positive Transitions programme and funding is recommended:

***£74,280 over two years (£36,920, £37,360) towards a part-time salary (21hrs d/p/w), project costs and overheads of a project to support young women in addressing the psychological impact of female genital mutilation.***

### Funding History

Meeting Date	Decision
18/03/2016	£106,500 over three years (£35,700; £35,500; £35,300) towards a part-time salary (3.5 d/p/w), project costs and overheads of a project to support young women in addressing the psychological impact of female genital mutilation.

### Background and detail of proposal

FGM is a harmful practice that involves partial or total removal of the female external genital organs for non-medical reasons. FGM has been illegal in the United Kingdom (UK) since 1985, with the law being strengthened in 2003 to prevent girls travelling from the UK and undergoing FGM abroad. The estimated prevalence of FGM in south London is highest nationwide i.e. Southwark 4.7%; Lambeth 3.2%, Lewisham 2.5%, Greenwich 3.0%, Wandsworth 1.6%, Croydon 1.4, Bexley 1.2% compared to

2.1% in London and 0.5% in England and Wales. These boroughs also have the highest population of African migrants including unaccompanied minors. The health impacts of FGM can be lifelong and severe. These include urinary and kidney problems, infertility, pain during sex, and serious complications at birth. Less attention has been given to the psychological impact. Research on FGM-practising African communities indicates similar levels of Post-Traumatic Stress Disorder as in adult survivors of early childhood abuse. Depression, anxiety, flashbacks, and issues stemming from difficulty with sexual relationships are reported to be common.

AAF has successfully engaged and supported 300 young FGM survivors over the past 3 years and trained over 120 advocates who continue to facilitate FGM conversations within families and community social networks. (Funding from City Bridge Trust 2016-2019 and MOPAC Victims Fund 2016-2018). Some FGM survivors supported have confided that they are also victims of sexual abuse and exploitation, intimidation and forced marriage. The project will work collaboratively with other agencies to put in place supportive structures to address their complex needs including language, discrimination and social exclusion to reduce the risk of further abuse.

### Financial Information

The accounts show a stable level of income increasing moderately year on year. AAF holds just below its reserves policy of three months of its expenditure. The trustees are aware and acknowledge that the operations and expenditure of the organisation are increasing, thus affecting its target to maintain sufficient levels of free reserves in line with the policy. To mitigate this risk the organisation has put in place a strategy which includes: renting out part of its office space, providing accredited FGM training for frontline professionals and partnership bidding for local authority contracts.

Year end as at 31st March	2018 Examined Accounts £	2019 Draft Accounts £	2020 Forecast £
<b>Income &amp; expenditure:</b>			
Income	358,063	454,269	555,176
- % of Income confirmed as at 17/6/19	N/A	100%	70%
Expenditure	(335,945)	(434,159)	(518,559)
Total surplus/(deficit)	22,118	20,110	36,617
Split between:			
- Restricted surplus/(deficit)	11,291	16,313	30,151
- Unrestricted surplus/(deficit)	10,827	3,797	6,466
	22,118	20,110	36,617
Cost of Raising Funds	0	4,650	6,500
- % of income	0.0%	1.0%	1.2%
Total expenditure	335,945	434,159	518,559
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	85,723	89,520	95,986
No of months of total expenditure	3.1	2.5	2.2
Reserves policy target	83,986	108,540	129,640
No of months of total expenditure	3.0	3.0	3.0
Free reserves over/(under) target	1,737	(19,020)	(33,654)

**MEETING: 26/09/2019**

**Ref: 15356**

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

**Business Disability Forum**

**Adv: Ciaran Rafferty**

**Amount requested: £248,250**

**Base: Southwark**

**Benefit: London-wide**

**Amount recommended: £248,000**

### **The Applicant**

Business Disability Forum (BDF) is a charitable company established in 1991. It is a not-for-profit membership organisation that makes it easier and more rewarding to do business with and employ disabled people. By providing pragmatic support, sharing expertise, giving advice, providing training and facilitating networking opportunities, it helps organisations become fully accessible to disabled customers and employees. Its aim is to transform the life chances – and experience – of disabled people as employees and consumers. It does this by bringing together business people, disabled opinion leaders and government to understand what needs to change if disabled people are to be treated fairly so that they can contribute to business success, to society and to economic growth. When previously known as the Employers' Forum on Disability BDF was at the forefront in lobbying for the first meaningful disability legislation in the UK (the Disability Discrimination Act 1995).

### **The Application**

BDF's current membership of 300 organisations now employ around 15% of the UK workforce and range from FTSE 100 companies and central Government departments to transport providers, construction companies, retailers, higher education providers and public services. However the SME sector is not represented within the membership as fully as it might be and so the focus of this application is to enable the charity to better reach and support this audience. It intends to do this through expansion of its advice service to SMEs and to make the Disability Standard assessment tool easier to adopt.

### **The Recommendation**

BDF has a deserved reputation for engaging the business sector and working constructively with it to make their services and jobs more accessible for disabled people. It is the only organisation working exclusively with employers to positively impact disabled people in work. It has regularly assisted the Lord Mayor's Appeal with delivering its Power of Inclusion programme; and this proposal, should you agree it, will greatly support your Bridge to Work programme as it will help open up new employment opportunities within the SME sector. A grant is advised:

***£248,000 over five years (£50,000; £50,000; £48,500; £49,500; £50,000) for the salary of a f/t SME Disability Advisor and related project costs to support the SME sector in London to become more inclusive.***

### **Funding History**

None

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

Despite record levels of employment overall the disability employment gap remains deeply entrenched. Disabled people are over two times more likely to be

unemployed than the general population, with a far higher gap for some groups. Whilst BDF has a significant track record in improving employability and inclusivity within many of the bigger employers there is a need to provide targeted support to SMEs as they form the bulk of London's employers yet are harder to reach regarding barriers to services and employment. BDF aims to address this by employing a specialist Advisor and by working with that sector to make the Disability Standard online tool better known and more readily adopted and usable. (The Disability Standard is a whole-organisation disability management audit developed by BDF to help organisations measure and improve on performance for disabled customers, clients or service users, employees and stakeholders.) A targeted and flexible service, such as that proposed, will help SMEs consider and address some of the concerns, perceptions and misunderstandings that may be currently preventing their ability to be more inclusive.

### Financial Information

The charity's entire income is unrestricted as it mostly comprises membership fees. Other sources of income are the provision of training courses and publications. Members usually commit fees for two years at a time hence the organisation states that its income for the current year is confirmed. The reserves held as shown below are significantly below target. However, the charity's membership terms and conditions are explicit in that membership fees, which are paid for two years at a time are non-refundable in any circumstances, so the charity does not envisage repaying the unused portion of the fees in any winding up situation.

When setting the reserves level of £570k the charity deems that this amount should allow it to wind the organisation down by providing skeleton membership services.

Year end as at 30th June	2018 Signed Accounts £	2019 Draft Outturn £	2020 Budget £
<b>Income &amp; expenditure:</b>			
Income	2,026,345	1,857,000	2,050,000
- % of income confirmed as at 22/7/2019	N/A	100%	100%
Expenditure	(2,120,510)	(1,881,000)	(2,045,000)
Total surplus/(deficit)	(94,165)	(24,000)	5,000
Split between:			
- Restricted surplus/(deficit)	0	0	0
- Unrestricted surplus/(deficit)	(94,165)	(24,000)	5,000
	(94,165)	(24,000)	5,000
Operating expenditure (unrestricted funds)	2,120,510	1,881,000	2,045,000
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	21,053	(2,947)	2,053
No of months of operating expenditure	0.1	0.0	0.0
Reserves policy target	570,000	570,000	570,000
No of months of operating expenditure	3.2	3.6	3.3
Free reserves over/(under) target	(548,947)	(572,947)	(567,947)

**MEETING: 26/09/2019**

**Ref: 15516**

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

**Centre 404**

**Adv: Sandra Davidson**

**Base: Islington**

**Amount requested: £84,779**

**Benefit: Islington, Camden, Hackney & Haringey**

**Amount recommended: £84,800**

### **The Applicant**

Centre 404 offers friendly, reliable and person-centred support to people with a learning disability and their families in North London. Founded in 1951 by carers of children with learning disabilities, the charity continues to work towards building a society where people with learning disabilities are valued and involved. Over the years, Centre 404 has built vital services in Islington and across north London to enable children and adults with a learning disability and their families to have a voice and access to activities and support. Centre 404 offers a range of services including family support; carers' support group; a learning and leisure service and various social and recreational events. It also runs safe, supported housing for 135 people with learning difficulties, and additional outreach support for people living in the community. The organisation has a rich diversity of families accessing services with 71% from BAME backgrounds.

### **The Application**

In May 2016 you awarded Centre 404 £119,800 over three years for the salary cost of a full time Case Worker - Older Carers and associated running costs to develop its work with older carers (ie aged 65+) of people with learning disabilities. As a result of the success of the project over the last three years, the charity is seeking two-year continuation funds to build on and develop a dedicated support service for older carers through a range of services.

### **The Recommendation**

Over three years of operation the project delivered good outcomes and positive impact for older carers accessing the activities, and exceeded outcomes originally set for the project. Your continuation funding, if agreed, will allow the charity to provide a flexible, responsive and holistic service for older carers, enabling them to take more control of their caring role. This proposal fits well with your Positive Transitions theme, supporting older people to increase choice and control in their lives. Funding is advised:

***£84,800 over two further and final years (2 x £42,400) for the salary of a full-time Older Carers Outreach and Engagement Co-ordinator and associated running costs.***

### **Funding History**

Meeting Date	Decision
23/11/2017	£3,200 (8 days @ £400) to provide an eco-audit.
24/05/2016	£119,800 over three years (£38,700; £39,900; £41,200) for the salary of a full-time Case Worker and associated running costs.
28/07/2011	£50,000 towards the costs of an accessible lift at 404 Camden Road.

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

Islington is the 24th most deprived borough in England with 34% of families living in low-income households (Islington Strategic Needs Assessment). Research shows that families with an adult with a learning disability are significantly more likely to be living in hardship or fall into hardship. As parents and carers grow older, caring responsibilities become more arduous, particularly where a parent or carer has a mobility problem, long term illness or disability themselves. The 'Speak Up for Older Carers campaign 2016' led by the Carers Trust surveyed 422 older carers and published Retirement on Hold. This report highlights the challenges faced by older carers and makes recommendations to improve their experience now and in the future. The report explores the stress and anxiety older carers face, the impact of poor physical and mental health, lack of respite opportunities and pressure to fill the gap left by cuts in services. Through an extensive outreach programme, Centre 404 offers carers access to help and support in a variety of community settings as well as office-based appointment and home visits. Carers report they feel safe, secure and more confident to access services. User feedback is crucial to service delivery and the voice of carers is at the centre of the charities plans and projects. Two part time workers (17.5hpw) with complimentary skill sets run the project. One focuses on engaging carers not previously known to the Centre and the other offers in depth advice, information and support. To promote the service, flyers and leaflets are widely distributed in community venues, local statutory and voluntary sector organisations, health practices and at Centre 404's own activities and events. As a result, the project has reached older carers from a variety of diverse communities. Centre 404's main offices have temporarily relocated until March 2020 due to building works being carried out. Following the move, the project continues to run smoothly in local community venues enabling older carers to attend meetings and activities close to their homes.

### **Financial Information**

Centre 404 receives 90% of its income from statutory sources. Overall, the financial position is reassuring. Income increased in 2018/19 due to support from The National Lottery Community Fund towards the development of the building and extending services to provide more activities for the community. The increased unrestricted income for 2018 & 2019 has in turn increased the level of free reserves. The reserves are higher than the targeted amount due to planned capital expenditure over the next twelve months.



Year end as at 31st March 2018	2018	2019	2020
	Signed Accounts	Draft Accounts	Budget
	£	£	£
<b>Income &amp; expenditure:</b>			
Income	4,770,484	5,300,303	5,906,402
- % of Income confirmed as at 8/7/19	N/A	100%	100%
Expenditure	(4,476,383)	(4,974,144)	(5,817,546)
Total surplus/(deficit)	294,101	326,159	88,856
Split between:			
- Restricted surplus/(deficit)	(16,350)	(12,172)	(16,929)
- Unrestricted surplus/(deficit)	310,451	338,331	105,785
	294,101	326,159	88,856
Cost of Raising Funds	9,256	8,003	8,000
- % of Income	0.2%	0.2%	0.1%
Operating expenditure (unrestricted funds)	4,051,544	4,519,896	5,389,127
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	1,754,640	2,092,971	2,198,756
No of months of operating expenditure	5.2	5.6	4.9
Reserves policy target	1,012,886	1,129,974	1,347,282
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	741,754	962,997	851,474

This page is intentionally left blank

**MEETING 26/09/19**

**Ref: 15313**

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

**Grief Encounter**

**Adv: Gilly Green**

**Base: Barnet**

**Amount requested: £132,727**

**Benefit: Multiple boroughs**

**Amount recommended: £132,800**

**The Applicant**

Grief Encounter provides information, guidance and support to bereaved children and those who care for them. Its aim is that every child in the UK receives the best access to quality support, recognition and understanding to alleviate the emotional pain caused by the death of a parent or sibling and to ensure each child's long term well being and mental health. The charity provides therapeutic services to help children, young people and their families address their grief and mitigate future problems associated with bereavement.

**The Application**

By the age of 16, one in twenty young people will experience the death one or both of their parents and 44,000 children and young people are bereaved each year. Studies show the poor outcomes and disadvantages bereaved children face when they fail to receive therapeutic support, including later mental health issues and struggles with educational attainment. Grief Encounter recognises the chronic under supply of mental health support for children and young people in neighbourhoods where it works and even less provision to support those with the specific challenges brought about by bereavement. The organisation receives significant numbers of referrals from schools, CAMHS, GPs and hospitals as well as self-referrals. Following initial assessment, specialist trained counsellors work with an average of two children each per year. Counsellors are overseen and supported by a Clinical Services Manager who recruits and trains counsellors and oversees the project. The application is to support the salary and on costs of an existing post holder, plus internal training and DBS checks.

**The Recommendation**

Grief Encounter provides high quality, clinical and non-clinical services for children and young people. The organisation demonstrates that it is continuing to innovate to deliver responsive services – the helpline grew from consultation about how young people wanted to access support. Whilst it receives many referrals from statutory bodies, it receives very little funding from these sources and is therefore highly reliant on its fundraising. The application fits well with your priority around Positive Transitions in supporting vulnerable young people to become more resilient and able to make positive choices. A grant as outlined below is recommended:

**£132,800 over 3 years ( £43,590, £43,552, £45,658) to cover salary costs of the Clinical Services Manager, DBS checks and clinical training.**

### **Funding History**

<b>Meeting Date</b>	<b>Decision</b>
04/09/2013	£103,850 over three years (£33,600; £34,600; £35,650) towards two part-time Senior Clinical Practitioners (1 FTE) providing services for children and their families in North and East London.
06/09/2007	Whilst recognising the value of this work, children's bereavement services do not meet the criteria of your children and young people programme.

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

The work aims to help children and young people build a 'new normal' after their world has irrevocably changed. Children are provided with a safe, confidential space to discuss their concerns and feelings, the tools to help them process their grief and build emotional resilience to overcome the obstacles they will face. The service is provided free of charge to ensure that affordability isn't a barrier. Grief Encounter also makes sure that multilingual counsellors and those with different cultural backgrounds are available to engage with diverse communities. It has recently set up GriefTalk – a helpline service for those young people who prefer email and telephone contact. Most service users are under 16 and much of the work takes place in schools. Grief Encounter works closely with other relevant agencies and networks, is an accredited BACP member and all clinicians are BACP or similar registered.

### **Financial Information**

Grief Encounter is heavily reliant on the success of a fundraising gala dinner held every two years which raises in excess of £1m. Whilst this has been a steady and welcome stream of income for several years, it is also a risk as the charity is very reliant on it. In response, the charity has expanded its fundraising team to diversify its income which explains the high fundraising costs in 2020. Reserves at the end of 2018/19 are high. This is due to the very successful gala dinner, but it should be noted that this event is only held every two years and the income raised covers any shortfall for the interim non gala years. The charity has a planned deficit for 2020 and in the period to the following dinner the reserves drop down. Due to the nature of the organisation's commitment to provide uninterrupted services to bereaved families, Trustees are currently considering extending the reserve position to 9 months. As the organisation enters its new financial year it has secured just 11% of its income but this is not a significant concern as it raises most of its annual income from events and challenges which are yet to take place.

<b>Year end as at 31 JULY</b>	<b>2018 Examined Accounts</b>	<b>2019 Forecast</b>	<b>2020 Budget</b>
<b>Income &amp; expenditure:</b>			
Income	881,995	2,181,020	880,240
- % of income confirmed as at 30 August 2019	n/a	100%	11%
Expenditure	(1,047,648)	(1,497,199)	1,322,800
Total surplus/(deficit)	(165,653)	683,821	(442,560)
Split between:			
- Restricted surplus/(deficit)	148,819	0	0
- Unrestricted surplus/(deficit)	(314,472)	683,821	(442,560)
	(165,653)	683,821	(442,560)
Cost of Raising Funds	185,755	267,753	287,000
- % of income	21.1%	12.3%	32.6%
Operating expenditure (unrestricted funds)	869,639	1,419,189	1,092,800
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	544,131	1,227,952	785,392
No of months of operating expenditure	7.5	10.4	8.6
Reserves policy target	434,819	709,595	546,400
No of months of operating expenditure	6.0	6.0	6.0
Free reserves over/(under) target	109,312	518,357	238,992

This page is intentionally left blank

MEETING 26/09/2019

Ref: 15286

## ASSESSMENT CATEGORY: Bridging Divides - Positive Transitions

**Harrow Association of Disabled People**

**Adv: Samantha Grimmett-Batt**

**Base: Harrow**

**Amount requested: £198,879**

**Benefit: Harrow, Brent, Hillingdon, Camden, Barnet**

**Amount recommended: £198, 900**

### The Applicant

Harrow Association of Disabled People (HAD) is a registered charity led by a board of predominantly disabled people. It aims to promote inclusion and equality for disabled people by providing information, advice and support, and a channel to amplify disabled people's voices. It also influences and assists wider society in removing the physical and attitudinal barriers that cause exclusion and disadvantage to disabled people.

### The Application

The funding will allow HAD to recruit and train a manager to provide mentoring and outreach support to adults on the autism spectrum and manage a team of volunteers, as well as recruit and train 40 volunteers to support the service, over a period of 5 years. HAD already operates a weekly group support session for adults with autism, and this project will be a complementary service.

### The Recommendation

This service is essential for people with autism who may not have the friend and family networks available to them to seek personalised support and advice in this way, and who are ineligible for social care support from the NHS or local authority. There are no similar services in Harrow and the only national provision is a telephone advice service which is not accessible for some of HAD's clients, who need face to face support. The project meets your Positive Transitions programme priorities well. Funding is recommended:

***£198,900 (£38,800, £38,900, £39,600, £40,400, £41,200) over five years towards the salary of an Autism Mentoring and Advice Manager and set-up and running costs of the related autism mentoring service. Payment instalments will be dependant upon the receipt of annual management accounts.***

### Funding History

Meeting Date	Decision
01/11/2007	£105,000 (3 x £35,000) towards a project breaking down the cultural barriers between young deaf and hearing people.
24/10/2002	£45,000 over 18 months (£20,000; £25,000) towards salary and running costs for a fire prevention and home Safety Project.
22/10/1998	£73,000 over 3 years (£22,000; £25,000; £26,000) towards the revenue and on costs of a scheme improving access to employment for disabled people in Harrow.

## Background and detail of proposal

HAD already has a strong track record in the local community providing advocacy, appointeeship, D/deaf services, direct support, a payroll service, radar keys, support brokerage, transition support and welfare benefits support. It also operates the recently refurbished Red Brick Café which offers independent living training and qualifications.

Within Harrow there is an increasing requirement for autism services – the borough needs assessment reported about 1,500 adults with autism in the area and an increasing number of children. In 2016, HAD merged with a small local autism service, Asperger Syndrome Access to Provision, Harrow (ASAP), providing office and operational space at their venue. ASAP had been providing a popular service to local adults with autism for 10 years, offering acknowledgement, information, contact and support in a group setting. Its strong track record, providing one-to-one support in earlier years, had proven successful in supporting adults with autism into education and work and to access other services. Should you approve a grant, the resumption of individual services will undoubtedly have a similar impact.

## Financial Information

The surplus in 2018 was due to a legacy of £205,000. In the last 4 years HAD has transitioned from being 90% dependent on council funding to around 10%, due to austerity cuts at Harrow council. Reserves are being depleted as the charity is subsidising affected services. However, HAD is currently undertaking a cost-cutting review and will be reducing staff hours and increasing trading activities (café, appointeeship service, payroll service) in order to bring expenditure in line with income, and rebuild reserves. The legacy will be invested in the purchase of office space, freeing up room in the current building for additional commercial activity, thereby generating additional income. The purchase is not included in the table below. The charity does not report the cost of fundraising activities.

Year end as at 31st March	2018 Signed Accounts £	2019 Draft Accounts £	2020 Forecast £
<b>Income &amp; expenditure:</b>			
Income	738,650	411,446	425,873
- % of Income confirmed as at 25/08/2019	N/A	N/A	38%
Expenditure	(539,325)	(475,254)	(454,541)
Total surplus/(deficit)	199,325	(63,808)	(28,668)
Split between:			
- Restricted surplus/(deficit)	(53,925)	(33,688)	(8,873)
- Unrestricted surplus/(deficit)	253,250	(30,120)	(19,795)
	199,325	(63,808)	(28,668)
Cost of Raising Funds	0	0	0
- % of Income	0.0%	0.0%	0.0%
Operating expenditure (unrestricted funds)	296,677	340,381	363,725
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	445,752	415,632	395,837
No of months of operating expenditure	18.0	14.7	13.1
Reserves policy target	74,169	85,095	90,931
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	371,583	330,537	304,906



**MEETING 26/09/2019**

**Ref: 15322**

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

**Human Trafficking Foundation**

**Adv: Kate Moralee**

**Base: Southwark**

**Benefit: London-wide**

**Amount requested: £341,406**

**(Revised request: £122,931)**

**Amount recommended: £123,000**

### **The Applicant**

The Human Trafficking Foundation (HTF), a registered charity, established in 2010 which grew out of the All Party Parliamentary Group on Human Trafficking and Modern Slavery. Its work has focussed on shaping policy and legislation with its main activities being monitoring practice, running London's Working Groups to share best practice and support, coordinating a national Advisory Forum and supporting a National Network Coordinators Forum. It has been influential in bringing about the Modern Slavery Act 2015 and launched the Slavery and Trafficking Survivor Care Standards 2018, with the then Home Secretary committing to adopt them in the next Victim Care Contract.

### **The Application**

HTF is requesting funding for a further two years to support the ongoing development of its work in London, where over 50% of victims of trafficking are found and where the major human trafficking activity is concentrated. The project will lead to increased identification levels and improve outcomes for survivors. It will look to strengthen structured victim pathways, increase multi-sector working to ensure victims receive appropriate rights based and victim centred support. The original request was for funding over four years which was revised to a two-year request following advice from your officer, taking into consideration your previous level of support.

### **The Recommendation**

HTF has been extremely successful in raising awareness around human trafficking and moving the issue up the national agenda resulting in the Modern-Day Slavery Act 2015. Whilst this is a significant outcome there remains work to be done to ensure practice becomes embedded in services, particularly Local Authority services. This proposal will enable HTF to further strengthen its relationships with Local Authorities to ensure compliance with statutory duties to identify and support victims of slavery. This proposal meets your Survivors of domestic and sexual abuse; modern day slavery; trafficking; or hate crime priority area and funding is recommended:

**£123,000 over two further and final years (£60,500, £62,500) towards the posts of Project Coordinator and Head of Office and associated running costs, with year 2 award conditional on the provision of satisfactory management accounts.**

### **Funding History**

Meeting Date	Decision
26/11/2015	£225,000 over three years (3 x £75,000) towards the core costs of the Human Trafficking Foundation
10/01/2013	£120,000 over 3 years (£40,000; £40,000; £40,000) towards HTF's

**Background and detail of proposal**

Over the last six years HTF have succeeded in raising the profile of human trafficking nationally and internationally. With your support HTF has continued to develop strong relationships with NGO's and Statutory providers through the London Working Group. It sits on the Modern Slavery Strategy and Implementation Group and chairs the Victim Support Task and Finnish Group. It uses direct experiences and issues to inform its policy work.

HTF has created a set of tools and best practice policies for staff working in Local Authorities and helped a number of LA's to set up slavery task and finish groups, Single Point of Contact, formal pathways and protocols, set up supply chain models and created support preparedness for victims. Although the number of victims identified doubled from 2016 to 2017, this was only 243/1608 victims identified across London, demonstrating that identification by LA's is still low.

HTF coordinates a London wide group for slavery leads in councils, has 31 members and is hosted at London Council's offices. Sharing the learning from the work with London Authorities has influenced the Home Office to create six local authority pilot projects for provision of year long support for victims.

It also brings together professionals from the voluntary, public and business sectors to share learnings and have a coordinated response, limiting siloed work. It provides a unique opportunity for front line workers to address key stakeholders eg, Home Office and MP's with a view to influence future policy.

**Financial Information**

HTF restated its 2017 accounts to accurately reflect income received from the Michael Bishop Foundation which it carries forward every year as free reserves, covering the reported deficit in 2018 and some of the predicted deficit of 2019. HTF has implemented an organisational restructure this year which will generate cost savings, to enable them to rebuild reserves. HTF has adopted a fundraising strategy of staggering its T&F applications and has been successful with several small application to date. It has also been approached by two further trusts interested in funding anti-slavery work.

Year end as at 31st December	2017	2018	2019
	Signed Accounts £	Draft Accounts £	Forecast £
<b>Income &amp; expenditure:</b>			
Income	201,943	24,436	106,103
- % of Income confirmed as at 27/8/19	N/A	N/A	46%
Expenditure	(220,956)	(204,784)	(239,892)
Total surplus/(deficit)	(19,013)	(180,348)	(133,789)
Split between:			
- Restricted surplus/(deficit)	(10,192)	(82,800)	29,437
- Unrestricted surplus/(deficit)	(8,821)	(97,548)	(163,226)
	(19,013)	(180,348)	(133,789)
Cost of Raising Funds	0	2,329	1,100
- % of income	0.0%	9.5%	1.0%
Operating expenditure (unrestricted funds)	107,648	112,984	232,892
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	112,357	194,809	31,583
No of months of operating expenditure	12.5	20.7	1.6
Reserves policy target	45,000	45,000	45,000
No of months of operating expenditure	5.0	4.8	2.3
Free reserves over/(under) target	67,357	149,809	(13,417)

This page is intentionally left blank

**MEETING: 26/09/2019**

**Ref: 15203**

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

**Jigsaw4u**

**Adv: Gilly Green**

**Base: Merton**

**Amount requested: £159,470**

**Benefit: Merton & Sutton**

**Amount recommended: £158,000**

### **The Applicant**

Jigsaw4U, a registered charity, aims to help children and young people with difficult lives put the pieces back together. It also seeks to make sure children and young people have their voices heard in decisions made about their lives. It offers a range of one to one and group work services including pre- and post- bereavement support, help for those affected by domestic abuse, and works with children and young people who are 'missing' and at risk of sexual exploitation.

### **The Application**

Jigsaw has been delivering a volunteer-based specialist support service for children, young people and their families affected by domestic violence since 2013. In the first three years it supported 628 service users. The service provides crucial support for families at the point of transition, often after leaving a refuge and helps families find their feet and to access help with the legal, emotional and practical problems they face. For some families the needs are complex with the perpetrator still present in the children's lives through contact orders or the family facing significant financial challenges. Originally funded by the Lottery for 3 years and with a positive external evaluation, the project was subsequently picked up by MOPAC on a time limited, part time basis. It now seeks funding to enable it to return to providing a full-time service. This is in response to evidenced need. The application is to provide the salary costs for a full-time Co-ordinator over 3 years to recruit, train and supervise volunteers who support families for up to one year, plus some volunteer costs.

### **The Recommendation**

Jigsaw is a well-connected, responsive children and young people's service serving the boroughs of Merton and Sutton. The organisation is represented on key strategic planning and delivery groups and has successfully reached the many diverse communities in both boroughs. The need for the project is well understood and the outcomes well evidenced. It is a forward-looking and the application fits well with the priorities under your Positive Transitions programme with its focus on providing specialist support services which aim to helping young people to be more resilient. The grant advised is slightly less than that requested as the organisation can make a contribution to some of the core costs identified:

***£158,000 over three years (£54,000, £54,000, £50,000) for the salary costs of a Co-ordinator, volunteer training, and a contribution to management and office costs.***

### **Funding History**

Meeting Date	Decision
25/09/2014	Application withdrawn.

## Background and detail of proposal

The project is a tried and tested model which has worked with a significant number of families over 6 years with good outcomes and positive feedback. Nearly half of all volunteers are survivors of domestic abuse, and the voice of service users is clear within the organisation. The project is not a crisis service but has a focus firmly on rebuilding and reintegrating families with children who have been through traumatic and abusive situations. Within the organisation, the commitment to safeguarding is exemplary with high levels of expertise at board level, a strong commitment to regular training and review and regular supervision of volunteers. The long-standing previous CEO retired at the end of 2018 and her replacement, promoted from within the team demonstrates an ambitious but realistic ambition for the charity.

## Financial Information

Jigsaw has a diverse funding base and whilst it has lost some contracts over the last two years, it has gained others. All its current contracts have been awarded for three years with one or two-year possible extensions. Reserve levels are healthy, and the financial year end predicts a continued pattern of annual surpluses. The current fundraising plan identifies a focus on securing a greater proportion of funding from Trusts and Foundations. The significant reduction in fundraising costs for 2020 is due to the bi-annual charity ball which will not fall within this financial year. Whilst this fundraising event brings in considerable funds for the charity, it also requires considerable expenditure. Other fundraising costs are covered within a designated staff member's salary.

Year end as at 31 MARCH	2018 Examined Accounts	2019 Draft accounts	2020 Budget
<b>Income &amp; expenditure:</b>			
Income	817,807	934,380	875,137
- % of income confirmed as at 23rd July 2019	n/a	100%	89%
Expenditure	(742,928)	(786,914)	(754,828)
Total surplus/(deficit)	74,879	147,466	120,309
Split between:			
- Restricted surplus/(deficit)	65,205	103,707	151,508
- Unrestricted surplus/(deficit)	9,674	43,760	(31,199)
	74,879	147,467	120,309
Cost of Raising Funds	18,825	12,630	500
- % of income	2.3%	1.4%	0.1%
Operating expenditure (unrestricted funds)	367,665	391,321	377,664
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	163,302	207,062	175,863
No of months of operating expenditure	5.3	6.3	5.6
Reserves policy target	91,916	97,830	94,416
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	71,386	109,232	81,447

**MEETING 26/09/19**

**Ref: 15213**

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

**Pan Intercultural Arts Limited**

**Adv: Geraldine Page**

**Base: Camden**

**Amount requested: £107,000**

**Benefit: London-wide**

**Amount recommended: £107,000**

**The Applicant**

Pan Intercultural Arts (PIA) is an intercultural arts charity dedicated to the exploration of cultural diversity through the arts and how such work can inspire and implement social change. PIA works with young people and helps them to find a voice through drama, dance, music, writing and film. Since it was set up in 1986, PIA has engaged marginalised groups of individuals who are refugees/asylum seekers, survivors of trafficking, at risk of exclusion or youth violence through high quality arts practice. Its creative projects aim to increase self-confidence and social communication, give participants a voice to claim their place in society and identify pathways to positive futures.

**The Application**

PIA is seeking core funding over five years on a tapering basis (in line with your guidelines for Bridging Divides). The organisation's core services are eligible under your programme for Positive Transitions. Funding will be used towards the salaries of the Artistic Director, Company Manager and Development Manager, as these are not fully covered by other funders despite utilising full-cost-recovery where possible. These roles are essential for the efficient running of the organisation, systems and its Refugee Youth Arts Programmes, which include:

- *Amies London*: weekly drama-based workshops for 25 female survivors of trafficking.
- *Amies Choir*: weekly singing workshops for 25 female survivors of trafficking.
- *Amies Alumnae Choir*: former Amies Choir members are invited to join this group, which rehearses monthly and performs publicly.
- *Fortune*: weekly creative workshops for 25 young refugees aged 16-26, leading to performances.
- *Future*: weekly, creative workshops for 25 young refugees and unaccompanied asylum-seeking children.

**The Recommendation**

PIA workshops offer tailor-made activities and a supportive environment for beneficiaries to identify possibilities for their lives, grow in confidence, reflect on obstacles and how to overcome them, regain creativity and trust in others. Your funding towards core costs will greatly benefit the organisation and its beneficiaries by offering increased organisational stability for all projects.

**£107,000 core funding over five years (£28,000, £28,000, £23,000, £18,000, 10,000) to provide a programme of arts-based activities to empower marginalised young migrants and survivors of trafficking to find their voices, rebuild their confidence and help them find pathways to more positive futures.**

## **Funding History**

Meeting Date	Decision
12/02/2014	4 days (value £1,500 plus travel costs) to undertake an eco-audit within Pan.
12/01/2012	£75,000 over three years (3 x £25,000) towards the organisation's two core salaries and on-costs.
26/03/2009	£25,000 for a third year's support for a youth arts project addressing issues of race, crime and identity.

## **Background and detail of proposal**

It is clear that PIA's greatest asset is the group of hugely, creative, resourceful, diverse, resilient, multi-skilled young people it works with. Their ideas, experiences, needs and capabilities are the foundation and driving force in all PIA does. PIA projects are built by steering groups of past participants and content is created around current participants' input. Participants have the opportunity to be peer mentors and train as Artist Facilitators in future PIA programmes. It is also true that its participants suffer from trauma, loss, isolation or social disadvantage, which form barriers to them recognising their own strengths and potential. The people PIA supports are amongst the most invisible and disenfranchised in society. They do not sit as homogenous groups - they live in foster homes, hostels or low-quality housing, do not have English as a first language and have few friends or connections.

'With the number of victims identified rising year on year, the provision of high-quality and holistic support which places the needs of the individual at its heart is more important than ever before'. (Human Trafficking Foundation 2018). The Independent Chief Inspector of Borders and Immigration 'best interests' report Dec 2017, state asylum-seeking children need help to be 'given a voice' and the period around 17-18 years is a 'critical time' of 'uncertainty' and distress'. 'Refugees without Refuge' reports 'high levels of isolation' and 'loneliness' (Refugee Council 2018).

In the past year Pan's Amies Freedom Choir has performed publicly at the Old Bailey, Tate Britain and as part of the World Environment Day for BNP Paribas. Their performances are of a very high quality, demonstrating skill and achievement whilst sharing beautiful, intercultural music to audiences who would not necessarily otherwise come into contact with it. PIA is a leader in its field, engaging young people from across faith and culture divides to address issues of common concern through art and theatre. Its work is thought-provoking, and experience shows that putting the young people in the lead of project development keeps the work fresh and relevant to contemporary issues of concern.

## **Financial Information**

PIA is well run and has a Development Committee of voluntary professional advisers and consultants advising its board on new areas of fundraising. It has recently secured a grant from the Lloyds Foundation which has enabled it to develop a business plan with a view to achieving financial resilience and strengthen organisation stability. PIA operates on a modest annual budget of around £300,000, of which currently more than 90% is received as restricted funding. This inevitably makes it difficult to cover all core costs or to plan more than a year at a time. There is a deficit on restricted expenditure for 2019/20 and should insufficient restricted expenditure be raised then some projects may not be able to proceed, or unrestricted funds will be used to cover the costs (as a year-end transfer). The reserves policy aims to cover 3-6 months overall expenditure and PIA is clear that it only undertakes a project when the funding has been secured. Your grant will



provide flexible resource to contribute to core costs. PIA is also seeking funding from other sources to enable it to deliver its ongoing projects costs.

Year end as at 31st March	2018 Examined Accounts £	2019 Draft £	2020 Budget £
<b>Income &amp; expenditure:</b>			
Income	284,131	304,239	315,258
- % of Income confirmed as at 8/7/19	N/A	100%	82%
Expenditure	(306,282)	(303,014)	(316,188)
Total surplus/(deficit)	(22,151)	1,225	(930)
Split between:			
- Restricted surplus/(deficit)	261	(87)	(51,130)
- Unrestricted surplus/(deficit)	(22,412)	1,312	50,200
	(22,151)	1,225	(930)
<b>Cost of Raising Funds</b>	21,831	26,028	27,646
- % of income	7.7%	8.6%	8.8%
Total expenditure	306,282	303,014	316,188
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	65,456	66,768	116,968
No of months of total expenditure	2.6	2.6	4.4
Reserves policy target	50,000	50,000	50,000
No of months of total expenditure	2.0	2.0	1.9
Free reserves over/(under) target	15,456	16,768	66,968

This page is intentionally left blank

**MEETING: 26/09/2019**

**Ref: 15019**

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

**Share Community**

**Adv: Shegufta Slawther**

**Base: Wandsworth**

**Amount requested: £130,460**

**Benefit: Wandsworth**

**Amount recommended: £130,500**

### **The Applicant**

Founded in 1972, the charity Share Community (SC) works to transform the lives of disabled people in London by providing a wealth of opportunities from employability schemes and accredited vocational training, through arts, sports and recreational services that promote health, wellbeing and independence.

### **The Application**

Funding is sought for a project that will provide crucial training, employability and independence support to 200 disabled people over the three years. The project will help people to live more independently, through access to life skills training, employability training, voluntary and paid employment, support to transition into independent living, and activities that promote self-advocacy and increase the level of choice and control that disabled people have over their lives.

### **The Recommendation**

The charity has demonstrated a strong track record of supporting disabled people across London and the proposed project builds on their near 50 years of experience. Funding has been secured from three other sources; the balance is requested in this application.

***£130,500 over three years (£43,500, £43,500, £43,500) for two PT Job Coaches (14 hpw each) and associated project costs***

### **Funding History**

Meeting Date	Decision
09/07/2015	The application was to develop more robust evaluation systems to better evidence the progress of its students. The organisation was vague about how social investment could benefit it and seemed more focussed on being in a stronger position to win contracts.
13/03/2014	£130,000 over three years (£43,000; £43,000; £44,000) towards the salaries of a p/t (17.5 hpw) Development Worker and 17.5 hpw of the HR Administrator, plus running costs of the "Go anywhere, do anything" Project.

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

Disabled people in the UK frequently face loneliness and isolation with reduced access to opportunities, which has a negative impact on their mental and physical health and on social integration. Cuts to vital services and benefits have left disabled people with less support. In 2015 Scope conducted a national study which revealed that the care packages of 55% of disabled people were failing to support them to live independently.

The project will offer Life Skills Development, including digital skills, which will teach disabled people about keeping healthy, positive relationships, social interaction, being a citizen, and specific health and wellbeing concerns. There will be opportunities to practise cooking in domestic scale kitchens and learn about healthy eating. Digital skills training will maximise autonomy and independence and help manage behaviour. Employability training and job coaching will be offered through workshops alongside small group and one-to-one coaching to develop career plans, action plans and CVs. The two Job Coaches will help disabled people to develop the skills they need to move into paid or voluntary employment, or to contribute consistently to Share's social enterprises. Support to help disabled people transition to independent living will be supported by the use of the Outcomes Start; a participatory tool to help achieve goals. Through SC's 'Student Voice' group and 'Spectrum' (specifically for autistic beneficiaries) it will promote self-advocacy. Allied to these groups are the 'Women's Group' and 'Man Club' where people can explore gender-specific issues in a safe and confidential space. The project will also build and maintain strong working links with stakeholders and partners, including social workers and social services department, advocates, service brokers, health agencies, and others.

### Financial Information

SC has a steady growth in income year on year based on growth in its social enterprise projects, as well as funding from various trusts and foundations. The reserves policy in 2018 was set as a range between £280,000 to £310,000 and is reviewed annually. The reserves policy for 2019 draft accounts states a target of holding 26% of current expenditure, and the charity has clarified that four months operating expenditure would likely fall within its target range.

Year end as at 31st March	2018 Signed Accounts £	2019 Draft Accounts £	2020 Forecast £
<b>Income &amp; expenditure:</b>			
Income	1,090,628	1,184,859	1,231,709
- % of Income confirmed as at 28/06/2019	N/A	N/A	87%
Expenditure	(1,015,730)	(1,121,461)	(1,163,509)
Total surplus/(deficit)	74,898	63,398	68,200
Split between:			
- Restricted surplus/(deficit)	(4,056)	8,657	0
- Unrestricted surplus/(deficit)	78,954	54,741	68,200
	74,898	63,398	68,200
Cost of Raising Funds	42,052	30,225	32,750
- % of Income	3.9%	2.6%	2.7%
Operating expenditure (unrestricted funds)	855,747	963,293	990,509
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	287,086	341,827	410,027
No of months of operating expenditure	4.0	4.3	5.0
Reserves policy target	280,000	321,098	330,170
No of months of operating expenditure	3.9	4.0	4.0
Free reserves over/(under) target	7,086	20,729	79,857

**MEETING: 26/09/2019**

**Ref: 15348**

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

**Southwark Day Centre for Asylum Seekers**

**Adv: Kate Moralee**

**Base: Southwark**

**Amount requested: £78,200**

**Benefit: Southwark**

**Amount recommended: £78,200**

### **The Applicant**

Southwark Day Centre for Asylum Seekers (SDCfAS) has been in existence since 1996 and aims to relieve poverty and distress, promoting health and further education, by providing a wide range of services to asylum seekers and refugees in Southwark. It offers a drop-in service across three centres in Southwark consisting of access to: advice and guidance; health professionals; skills training including ESOL classes; lunch, clothing and emergency packs; childcare and social activities including art therapy, storytelling, women's groups and community gardening.

### **The Application**

SDCfAS provides regular drop-in services for Asylum Seekers and Refugees in Southwark. The Centre your officer visited was very well attended with attendees accessing advice and guidance, healthcare, building skills through ESOL classes, utilising childcare, volunteering in the community garden and participating in a communal lunch. Both sites are open 48 weeks per year. SDCfAS has strong links with Guy's and St Thomas Health Inclusion Team, Southwark Law Centre, Citizens Advice Southwark, local Faith Based organisations and is a strategic partner of Southwark Council. It has a high number of volunteers, some of whom are ex-service users.

### **The Recommendation**

SDCfAS has been providing services to refugees and asylum seekers in Southwark for 23 years. It has developed strong relationships with several complementary organisations with whom it works in partnership practicing cross referral and signposting. The applicant has requested a contribution to its core costs, namely rent, for two of its drop-in centres. All the work of SDCfAS contributes to meeting the outcomes of Bridging Divides under Positive Transitions programme priority area "Support for migrants and refugees to access mainstream services and widen participation in the community in which they live". Full funding is recommended:

***£78,200 over 5 years (£17,840; £16,840; £15,840; £14,840, £12,840) as a contribution to core costs (rent).***

### **Funding History**

Meeting Date	Decision
04/09/2013	Declined as did not adequately address your Bridging Communities' priorities.
10/01/2013	Application withdrawn.

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

London Borough of Southwark has a high number of refugees and asylum seekers, approximately 16,000. It has an ethnically diverse population and hosts one of

London's two temporary accommodation centres for asylum seekers. SDCfAS has operated in the local area for 23 years and has experienced increased numbers accessing its services and increasing complexity of need. SDCfAS adapts its services to meet the needs of its beneficiaries, introducing new services as required. Last year over 1,000 people from 20 different countries of origin attended the three centres and accessed services over 5,100 times. It works closely in partnership with other providers in the borough and in SE London, maximising use of scarce resources to meet the wide and varied needs of its beneficiaries.

### Financial Information

The increased income levels are a result of improved fundraising, from greater involvement with local communities resulting in an increased variety of local donors through activities such as book sales, concerts etc, as well as from increased income from Trusts and Foundations. This has helped SDCfAS to increase its levels of free reserves which covers 3 months of its total expenditure (£43,000) plus a contingency for costs which would arise in the case of financial difficulty (£50,000). As SDCfAS mainly operates with restricted funding it needs to ensure it has sufficient funds to cover any potential redundancy costs, particularly as it has staff members who have been with the organisation for a long period of time.

Year end as at 31st March	2018 Signed Accounts £	2019 Draft Accounts £	2020 Forecast £
<b>Income &amp; expenditure:</b>			
Income	174,691	214,090	224,582
- % of Income confirmed as at 5/08/2019	N/A	N/A	76%
Expenditure	(183,585)	(194,762)	(202,910)
Total surplus/(deficit)	(8,894)	19,328	21,652
Split between:			
- Restricted surplus/(deficit)	(2,969)	18,850	17,142
- Unrestricted surplus/(deficit)	(5,926)	478	4,510
	(8,895)	19,328	21,652
Cost of Raising Funds	0	0	0
- % of Income	0.0%	0.0%	0.0%
Operating expenditure	183,585	194,762	202,910
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	31,966	32,444	36,954
No of months of operating expenditure	2.1	2.0	2.2
Reserves policy target	93,000	93,000	93,000
No of months of operating expenditure	6.1	5.7	5.5
Free reserves over/(under) target	(61,034)	(60,556)	(56,046)

**MEETING: 26/09/2019**

**Ref: 15386**

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

**Spark Inside**

**Adv: Jack Joslin**

**Base: Camden**

**Amount requested: £57,500**

**Benefit: London-wide**

**Amount recommended: £57,500**

### **The Applicant**

Spark Inside (SI), a registered charity, was founded in 2012 to support young people involved in the criminal justice system primarily in London and the South-East. They work with high risk young people aged 15 to 25 providing a programme of life coaching called the 'Hero's Journey' which aims to reduce re-offending and institutional violence. This form of life coaching for young people who are re-entering society has been an effective strategy for improving their life outcomes. The organisation has gone from strength to strength since its inception and is now at a crucial point of development as they look to expand the reach of the charity.

### **The Application**

SI is looking for your continued support to contribute to the Charity's core running costs as they go through a period of growth. The organisation seen increasing demand on its services and are looking to offer the programme to more young offenders across London. Funding will contribute to the Chief Executive's salary over the final two years of the grant with a taper in the 5th year.

### **The Recommendation**

SI delivers a very professional and transformational programme of work for young people in the prison system. The 'Hero's Journey' Coaching programme has been established as a high-quality intervention since your Committee first awarded funding. Evaluation of the work has always been of a high calibre and this final two-year grant will help the organisation establish itself as a major provider in the criminal justice sector in London. The application meets the outcomes of your Positive Transitions Programme as the majority of SI's work is with ex-offenders leaving custody. Funding is recommended as follows:

**£57,500 over two further and final years (£30,000; £27,500) to contribute to the Chief Executive's salary and the core running costs of the Charity.**

### **Funding History**

Meeting Date	Decision
14/07/2016	£90,000 over three years (£30,000; £30,000, £30,000) to contribute towards the Chief Executive's full-time salary, rent and associated office costs.

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

The Prison System in the UK faces many challenges, with re-offending rates too high and violence at record levels. SI was founded in 2012 with a mission of piloting and running coaching programmes in prison that encourage rehabilitation and reduce reoffending. The "Hero's Journey" coaching programme they deliver runs across London and the South-East. External evaluation of the programme showed how it improved wellbeing and reduced re-offending for previous participants. Your officer

has attended a 'Hero's Journey' taster session offered by the Charity, the session was non-judgemental and insightful, and it was clear the difference it would make to the young men SI are working with. Additional to the Hero's Journey, SI delivers 'The Conversation' which is a systems coaching programme bringing together large groups of prison staff and prisoners in a facilitated group-coaching process to enhance their relationships, improve empathy, and to support sustained, positive cultural change on prison wings. SI have been successful in affecting change within the prison system which has not been an easy process. Many aspects of the criminal justice system make it a difficult and challenging environment to work in. Funding for Charities working in the prison system and complicated procurement methods make it a very difficult environment to operate in. SI seeks funding from Trusts and Foundations to uphold the core running costs of the Charity as these are the most difficult costs to get funding for and are often not considered in prison contracts.

In 2017 Spark Inside were put forward by the Trust to go through a Social Franchising programme to look at ways that the 'Hero's Journey' could be licensed or shared with other providers working within the Prison System. Since finishing the programme, the Charity has a defined vision and are exploring licensing the Hero's Journey – in fact licensing its first 'Hero's Journey' programme this year - and are going to test the viability of this approach while continuing to run their core services across London.

### Financial Information

In the year ending March 2018 the Charity held reserves 3.6 months over its stated policy of holding 3 to 6 months expenditure in reserve. The Charity deliberately built up reserves over its policy in light of the ever changing and difficult conditions they face working in and with the prison system. A consistent change in Minister for Justice and a lack of funding has made it harder for organisations to operate in this environment. The Charity maintains a significant buffer to ensure delivery and a decent cash flow to be able to deliver any payment by results contracts.

Year end as at 31st March	2018 Signed Accounts £	2019 Forecast £	2020 Budget £
<b>Income &amp; expenditure:</b>			
Income	624,028	730,315	992,495
- % of Income confirmed as at 23/7/19	N/A	100%	77%
Expenditure	(476,439)	(683,576)	(992,495)
Total surplus/(deficit)	147,589	46,739	0
Split between:			
- Restricted surplus/(deficit)	18,294	74,604	0
- Unrestricted surplus/(deficit)	129,295	(27,865)	0
	147,589	46,739	0
<b>Cost of Raising Funds</b>	16,200	20,851	28,800
- % of Income	2.6%	2.9%	2.9%
Total Expenditure	476,439	683,576	992,495
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	382,709	354,844	354,844
No of months of operating expenditure	9.6	6.2	4.3
Reserves policy target	119,110	170,894	248,124
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	263,599	183,950	106,720



MEETING: 26/09/2019

Ref: 15000

## ASSESSMENT CATEGORY: Bridging Divides - Positive Transitions

### The Bike Project

Adv: Shegufta Slawther

Base: Southwark

Benefit: London-Wide

Amount requested: £104,568

{Revised request: £106,800}

Amount recommended: £106,800

### The Applicant

The Bike Project (TBP) registered as a charity in 2013 with a mission to get refugees cycling. It has four main objectives: to provide relief for those seeking asylum and granted refugee status and their dependants who are in conditions of need, hardship or distress; to develop the skills and capacity of socially disadvantaged communities to better identify their needs and participate fully in society; to advance the education of all ages of the public in the safe use, reuse and maintenance of bicycles; and, the protection and preservation of the environment in particular by saving bicycles from landfills and promoting reuse and recycling. TBP has a social enterprise arm that refurbishes second-hand bikes and sells them to the public to support its sustainability.

### The Application

Asylum seekers and refugees are one of the most disadvantaged groups in London. A lack of mobility prevents them from accessing services they need to build a new life. TBP is seeking a contribution towards the salaries of the London Operations Manager and a Bike Mechanic. The full-time London Operations Manager role will be part funded by the organisation's own resources. The Bike Mechanics are crucial to the delivery of the charity's work; one full-time mechanic refurbishing 200 bikes a year for donation.

### The Recommendation

The charity has demonstrated a strong track record with its unique business model and service delivery. Significant funding has already been secured from other trusts and foundations as well as a substantial amount from its earned income. The original request was for a post that has subsequently been fully funded. The amount recommended is at a higher level due to the increase in proportion requested for the London Operations Manager.

***£106,800 over three years (£35,600 x 3) towards the salaries of the London Operations Manager (4 dpw) and a Bike Mechanic (2 dpw) for London delivery.***

### Funding History

Meeting Date	Decision
24/11/2016	£40,000 over 12 months towards the salary of 1.5 FTE bike mechanics.

### Background and detail of proposal

The charity has gathered monitoring data that demonstrates the positive outcomes and impact of donating a refurbished bike to asylum seekers and refugees. Beneficiaries have reported a threefold increase in their trip frequency of access to support services with 61% travelling for this purpose three to four times per week or

more. The number of people that reported never accessing support services halved after receiving a bike. Whilst 68% of people had never used a bike as transport before, 88% were using their donated bike some or all of the time. Increased physical activity has proven to result in improved physical and mental health, especially for people who have experienced severe trauma.

TBP provides additional support through its Bike Buddies and Pedal Power programmes. The former programme matches refugee cyclists with a buddy in their local area to help build confidence using their bike, the latter is free, group cycling lessons for refugee women that inspires and supports participants to feel the freedom of their own bike. Beneficiaries are also offered the opportunity to train and volunteer with the Bike Mechanics. The London Operations Manager role is key in the creation and development of such programmes that support the mission of the charity.

### Financial Information

The jump in income in 2019 is due to the charity's growing operations outside of London, specifically in Birmingham. As well as this expansion, the organisation is investing more into its programmes of support, volunteering and increasing the number of mechanics.

Cost of raising funds is quite high, however, this includes the appropriate proportion of the cost of mechanics to reflect their work on the second-hand bikes that are then sold to the general public as a source of unrestricted income for the charity. The deficit in restricted funds in 2020 will be covered by unrestricted funds.

The charity has recently appointed new trustees and expects the reserves policy to be reviewed and potentially increased from its current two months.

Year end as at 31st December	2018 Audited Accounts £	2019 Forecast £	2020 Budget £
<b>Income &amp; expenditure:</b>			
Income	717,480	938,913	969,485
- % of Income confirmed as at 19/8/19	N/A	57%	0%
Expenditure	(729,433)	(900,635)	(964,010)
Total surplus/(deficit)	(11,953)	38,278	5,475
Split between:			
- Restricted surplus/(deficit)	15,620	952	(24,862)
- Unrestricted surplus/(deficit)	(27,573)	37,326	30,337
	(11,953)	38,278	5,475
Cost of Raising Funds	296,557	366,160	391,926
- % of Income	41.3%	39.0%	40.4%
Operating expenditure (unrestricted funds)	526,847	405,716	602,083
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	55,102	92,428	122,765
No of months of operating expenditure	1.3	2.7	2.4
Reserves policy target	87,808	67,619	100,347
No of months of operating expenditure	2.0	2.0	2.0
Free reserves over/(under) target	(32,706)	24,809	22,418

**MEETING: 26/09/2019**

**Ref: 14935**

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

### **The Food Chain**

**Adv: Shegufta Slawther**

**Base: Camden**

**Amount requested: £266,250**

**Benefit: London-wide**

**Amount recommended: £266,250**

### **The Applicant**

Established in 1988, The Food Chain (TFC) was set up by friends of people living with HIV (PLWHIV) at a time when effective medication was not available, wasting was common, and good nutrition helped support the immune system and maintain a healthy body mass. The charity delivered its first meal on Christmas Day in 1988 and has continued to deliver meals every week since.

### **The Application**

Funding is requested for the delivery and growth of its services for disadvantaged PLWHIV experiencing food poverty by providing specialist food and nutrition support services. This will include individually tailored dietetic assessment and advice from British Dietetic Association (BDA) registered HIV specialist dieticians, membership of TFC's Eating Together programme, as well as volunteering opportunities for service users to transition from receiving support to developing new skills, confidence and independence. The charity has also requested a one-off contribution towards relocation costs as its current landlord, Terrence Higgins Trust (THT), has decided to sell the property and TFC will likely move its office with THT by the start of 2020.

### **The Recommendation**

The charity has established itself as a recognised, specialist provider of food and nutrition support to PLWHIV. With a track record of working in partnership with charities such as Positive East and THT, its ambition is to strengthen and increase opportunities beyond food and nutrition; skills, experience, training, and volunteering to support disadvantaged PLWHIV to live more independently.

***£266,250 over five years (£56,700, £50,900, £54,100, £52,900, £51,650) towards the project to support disadvantaged PLWHIV with specialist dietetic, nutrition support as well as volunteering and work experience opportunities to support transition to independence, and one-off relocation costs in year one, conditional on receiving satisfactory management accounts on a quarterly basis.***

### **Funding History**

Meeting Date	Decision
25/09/2014	£48,100 towards a third and final year of the 'Eating Together' programme for HIV-positive clients.
20/10/2011	£95,675 over 2 years (£45,300, £50,375) towards "Eating Together", a project for isolated people with depression living with HIV.

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

Over the last six years, TFC has developed its services and introduced several face-to-face nutrition support services, in addition to the emergency grocery delivery

service that was the origin of its support on offer. Health and social care professionals across London refer individuals to the charity for one-to-one dietetic assessment and advice. The majority of beneficiaries have low CD4 count (or T-Cell count) and a high viral load; two health markers that indicate they are not living well with HIV or able to manage their health conditions to achieve a healthy life. This health crisis is often linked to malnourishment and experiencing food insecurity. For a myriad of factors relating to social and economic circumstances, HIV-related stigma, immigration status or access to healthcare, beneficiaries experience inequality in gaining access to the services that will support them to improve and maintain their health, and live more independently.

The support on offer includes practical nutrition and cookery classes, serving of nutritious, home-cooked meals three times a week and dietetic advice. Further to this, the charity has been developing opportunities to train, volunteer, and up-skill beneficiaries through its existing kitchen and dining area; a café and catering setting. The proposed relocation includes a move of catering functions into the kitchen of Positive East; another organisation supporting PLWHIV and one of your current grant-holders, whilst moving its office functions with THT.

### Financial Information

The charity had historically been the recipient of significant funding from the Elton John Aids Foundation. Following the end of this grant in 2016, it has found it difficult to maintain such levels of funding and has worked towards sustaining a feasible level of funding.

TFC is conscious of improving its reserves position through public fundraising campaigns. A crowdfunding campaign launched in July has already secured £15,000 against a target of £40,000. The charity is also pursuing funding from a number of different trusts and foundations. The proposed relocation of its office function with THT's office move will help keep costs low. A condition has been attached to the recommendation to enable monitoring of the organisation's financial situation.

Year end as at 31st August	2018 Signed Accounts £	2019 Forecast £	2020 Budget £
<b>Income &amp; expenditure:</b>			
Income	342,970	392,865	398,286
- % of income confirmed as at 28/8/19	N/A	100%	37%
Expenditure	(412,252)	(376,092)	(395,000)
Total surplus/(deficit)	(69,282)	16,773	3,286
Split between:			
- Restricted surplus/(deficit)	(17,280)	0	0
- Unrestricted surplus/(deficit)	(52,002)	16,773	3,286
	(69,282)	16,773	3,286
Cost of Raising Funds	96,831	86,600	90,000
- % of income	28.2%	22.0%	22.6%
Operating expenditure (unrestricted funds)	291,588	344,092	389,000
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	7,878	24,651	27,937
No of months of operating expenditure	0.3	0.9	0.9
Reserves policy target	72,897	86,023	97,250
No of months of operating expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(65,019)	(61,372)	(69,313)

**MEETING: 26/09/2019**

**Ref: 14955**

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

**The Mix**

**Adv: Tim Wilson**

**Base: Westminster**

**Amount requested: £90,000**

**Benefit: London-wide**

**Amount recommended: £90,000**

### **The Applicant**

Established in 1995 by the broadcaster Sir Martyn Lewis, YouthNet UK is a registered charity operating under the name "The Mix". The organisation supports young people under 25 via free-to-access digital, social and mobile channels. The Mix's approach allows for remote engagement, and the charity states this allows it to operate nationally, with almost 3 million annual users, and on its clients' own terms.

### **The Application**

The Mix seeks three years of funding under the Trust's Positive Transitions programme. The funding request is effectively a contribution to core activities, proportionate to the number of service users who are Londoners. City Bridge funding is sought to maintain services at the end of the charity's existing grant with the National Lottery Community Fund and to support a programme of planned expansion across several of The Mix's current workstreams.

### **The Recommendation**

The digital offer provided by The Mix ensures that its services are accessible to its clients, irrespective of their physical location. The delivery mechanism ensures anonymity yet allows the client to engage over several sessions if this is appropriate to their needs. The charity refers clients to local providers where appropriate and makes good use of client feedback to design and improve its services. The funding sought is towards core operations, but The Mix intends to expand these significantly over the coming 36 months to ensure a greater number of clients can benefit from its work. Funding is advised as follows:

***£90,000 over three years (3 x £30,000) towards the costs of counselling, helpline and live chat services for Londoners delivered by The Mix.***

### **Funding History**

Meeting Date	Decision
24/11/2016	£50,000 over 12 months through the Stepping Stones Fund to determine the sustainability of the white-labelling of The Mix youth services.
16/07/2014	£44,700, for a third and final year, towards the costs of the Live Chat service.
15/03/2012	£70,000 over two years towards the costs of the Live Chat service providing advice and support services to young Londoners experiencing poor mental health.

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

The Mix states that 80% of its client traffic find it organically via key word searches. Often isolated and unsure where best to turn, a typical client will seek information online and find The Mix through the organisation's discussion boards. The charity's

website received more than 3 million unique hits over the past 12 months, and whilst most clients engage for information, follow-up services are available to provide more in-depth support. These include live chats, helpline support and counselling sessions. All are provided online or by telephone. The organisation's counsellors are BACP qualified and assess client progress using recognised clinical measures.

If the grant is awarded, The Mix will work to increase its delivery capacity, increasing its volunteer counsellor pool from 8 to 40, expanding the number of counselling sessions from 450 to 1,800 a year, and growing helpline capacity from 14,500 to 20,000 annual calls. The charity is also working to develop formal agreements with specialist providers such as Rape Crisis so clients can be cross-referred.

### Financial Information

The table below shows a 37% fall in income from 2017-18 to 2018-19 resulting from the scheduled end of a large project from the Money Advice Service and a one-off boost from a gala fundraising dinner. The charity has planned for reduced expenditure to manage the reductions in income.

The Mix has a relatively modest free reserve target because it has low overhead costs thanks to offices donated by Dixons Carphone. Whilst the 2020 budget shows free reserves exceeding target, they remain within the range that City Bridge Trust considers reasonable.

Year end as at 30th June	2018 Audited Accounts £	2019 Forecast £	2020 Budget £
<b>Income &amp; expenditure:</b>			
Income	2,452,015	1,552,143	1,809,835
- % of income confirmed as at 3rd July	n/a	100%	38%
Expenditure	(2,567,727)	(1,526,863)	(1,707,145)
Total surplus/(deficit)	(115,712)	25,280	102,690
Split between:			
- Restricted surplus/(deficit)	(65,231)	96,074	(70,645)
- Unrestricted surplus/(deficit)	(50,481)	(70,794)	173,335
	(115,712)	25,280	102,690
Cost of Raising Funds	417,925	245,340	293,329
- % of income	17.04%	15.81%	16.21%
Operating expenditure (unrestricted funds)	1,637,909	839,131	896,740
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	108,974	38,180	211,515
No of months of operating expenditure	0.8	0.5	2.8
Reserves policy target	100,000	100,000	100,000
No of months of operating expenditure	0.7	1.4	1.3
Free reserves over/(under) target	8,974	(61,820)	111,515

**MEETING: 26/09/2019**

**Ref: 15058**

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

**Volunteer Centre Kensington & Chelsea**

**Adv: Shegufta Slawther**

**Base: Kensington & Chelsea**

**Amount requested: £109,713**

**Benefit: London-wide**

**Amount recommended: £93,000**

### **The Applicant**

Established in 1969, Volunteer Centre Kensington and Chelsea (VCKS) is one of the larger the volunteer development agencies in London, leading good practice in the development of volunteering. The charity supports organisations in the sector seeking volunteers as well as volunteers seeking opportunities. It has a strong focus on supporting people transitioning into independence; especially carers, ex-offenders and disabled people.

### **The Application**

VCKC is seeking continuation funding for a further two years for its 'Inside Out' project which offers structured support to serving and ex-offenders as well as volunteer involving organisations. The funding requested will enable the organisation to support ex-offenders who are older and those with mental health issues for an additional two years.

### **The Recommendation**

The charity has demonstrated the positive outcomes of 'Inside Out' over the last three years. The amount recommended is reduced as the original request included costs that fall outside the scope of your funding.

***£93,000 over two years (£46,000, £47,000) for the FT salary of the Resettlement Worker and project running costs for 'Inside Out'.***

### **Funding History**

Meeting Date	Decision
13/05/2015	£125,000 over three years (£41,000; £43,350; £40,650) for a part-time (17.5 hpw) Resettlement Worker plus a contribution to the running costs of "Inside Out"

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

'Inside Out' was originally established to work with people convicted of minor crimes but soon evolved to support a wider range of beneficiaries. With referrals received from probation and prison staff as well other organisations that work within prisons, the project has supported a changing profile of offenders and ex-offenders in London. The effects of austerity along with changes to policy and practice within prisons and probations services with significant cuts to budgets, the needs of these beneficiaries are deeper and more diverse than when the original grant was approved.

The three years' delivery of 'Inside Out' has demonstrated the good outcomes of engaging this cohort of beneficiaries and their complex needs in a challenging environment. Volunteering has assisted these individuals in addressing their mental

health issues, engage with the wider community and supported them towards securing paid employment.

VCKC was closely involved in the response to the Grenfell Tower fire and had the opportunity to form even more effective relationships with statutory and non-statutory services across London, as well as with local people. Following the fire, a number of support services that were not Grenfell-specific found themselves cast into the shadow of the disaster, as commissioners and funders raced to respond; first to the emergency needs, and then to the longer-term requirements of those most directly affected. As the focus of attention has gradually returned to the needs of the wider population and the importance of developing people's needs to live independently, 'Inside Out' is of high priority with regards to needs, but against a backdrop of reduced support and funding available for these beneficiaries.

### Financial Information

The charity reported an increase in income in 2018 due to funding from the Royal Borough of Kensington and Chelsea, London Funders and others in relation to its work in response to the Grenfell fire. Specific money has been set aside for the future requirements of Grenfell projects having supported the immediate humanitarian work. As an anchor organisation in the community, the charity holds funds in reserves to support the community which has been fragmented by a hike in resources that are now depleted, hence free reserves are currently higher than target.

Cost of raising funds had not been reported in 2018 accounts but will be moving forward.

Year end as at 31st March	2018 Signed Accounts £	2019 Draft Accounts £	2020 Forecast £
<b>Income &amp; expenditure:</b>			
Income	585,685	466,715	526,942
- % of Income confirmed as at 04/07/2019	N/A	N/A	88%
Expenditure	(443,068)	(483,299)	(526,812)
Total surplus/(deficit)	122,597	(16,584)	130
Split between:			
- Restricted surplus/(deficit)	75,105	0	0
- Unrestricted surplus/(deficit)	47,492	(16,584)	130
	122,597	(16,584)	130
Cost of Raising Funds	0	7,300	7,487
- % of Income	0.0%	1.6%	1.4%
Operating expenditure (unrestricted funds)	289,212	196,576	150,730
<b>Free unrestricted reserves:</b>			
Free unrestricted reserves held at year end	169,134	152,550	152,680
No of months of total expenditure	4.6	3.8	3.5
Reserves policy target	110,767	120,825	131,703
No of months of total expenditure	3.0	3.0	3.0
Free reserves over/(under) target	58,367	31,725	20,977



<b>Committee:</b>	<b>Date:</b>
City Bridge Trust	26 <sup>th</sup> September 2019
<b>Subject:</b> Partnership with Buttle UK (ref 15580)	<b>Public</b>
<b>Report of:</b> Chief Grants Officer (CGO) and Director of City Bridge Trust	<b>For Decision</b>
<b>Report author:</b> Jenny Field, Deputy Director	

## Summary

This report requests funding for a final year in 2020-21 towards the Anchor Project, a joint initiative of City Bridge Trust (CBT) and Buttle UK, which supports the resettlement of families in London who have experienced domestic abuse.

## Recommendation

Members are asked to:

- Approve a grant of £88,900 as a final year's contribution towards the Anchor Project supporting families in London who have experienced domestic abuse to resettle.

## Background

1. In November 2013, you approved a grant of £470,000 to enable Buttle UK to establish a hardship fund (known as the Anchor Project) for families to help them re-build their lives following domestic violence. A further grant of £634,000 was approved by the Court of Common Council in December 2014, whilst in April last year, you approved a grant of £324,697 over one year towards this initiative. These grants amount to a total of £1,428,697.
2. These grants enabled Buttle UK to design and deliver the Anchor Project to provide a holistic package of support for families affected by domestic violence, combining practical and emotional support provided by its network of referral agencies and cash grants of up to £2,000 administered by Buttle UK.

4. The average size of grant from Buttle UK to individual families is usually around £300. However, many families escaping domestic violence have to leave the home with few, if any, personal or household items. It was hoped that the more holistic approach of working closely with referral agencies, combined with a larger grant would help the families concerned take the all-important step of leaving an abusive relationship and successfully rebuild their lives.

#### **Progress to date**

5. The project has broken new ground in two respects. Firstly, it was the first time that the holistic approach, outlined above, had been piloted in London. Secondly, it has taken a child-centred approach and all grants must be used to meet the unmet needs of the children – be this physical, emotional, educational or recreational needs. This approach therefore challenged the common presumption that by meeting the mother's needs, the child's needs will also have been met.
6. Up until March 2019, the Anchor Project has awarded 882 grants totalling £1,077,474, with more grants being awarded in 2018/19 (221) than in any of the previous four years. The average value of grants has been £1,222. It has worked with some 200 referral agencies. £351,223 of the total funding awarded was towards Buttle UK's support costs.
7. At the time of assessment, £147,032 remains to be drawn down for further grant-making during 2019-20.
8. As well as providing very practical support, by helping to furnish and equip a new home, Anchor grants have been used to fund extra tuition, after school activities and computers, thereby improving the child's school performance, as well as therapy and after-school activities to help the child overcome the trauma of living with domestic abuse, thereby improving their emotional well-being.
9. An independent evaluation of the Anchor Project, undertaken during 2017, found that the grants had:
  - Helped children overcome trauma.
  - Directly supported children's key transitions.
  - Improved their behaviour and self-esteem.
  - Helped them to make new friends (through involvement in out of school activities) and therefore improved inclusion.
  - Helped restore their childhood to them.

#### **The next phase (2019-21)**

10. As a result of the success of the work in London, Buttle UK began to offer grants early in 2018 to support children affected by domestic abuse in Birmingham and the West Midlands, with an initial grant of £100,000 from Comic Relief.
11. Demand in this part of the country proved exceptionally high, and in November 2018, Buttle UK secured funding of £491,318 from the National

Lottery Community Fund (NLCF) to further develop the project over the next two years.

12. During this year and next, Buttle UK plans to both complete the expansion of its work in the West Midlands, while maintaining the level of support offered in London where there is now ongoing demand.

### **Developing Chances for Children Grants**

13. Establishing the Anchor Project has supported Buttle UK's wider strategic direction. It now forms part of its Chances for Children strategy whereby it has learning from the Anchor Project to develop the concept of 'enhanced grants' across its support for families that are struggling.
14. In 2016, Buttle UK set itself the ambitious role of raising an additional £10 million to enable it to make more of these 'enhanced' grants and has so far raised £4.5 million towards this target.

### **Current need**

15. Support for victims of domestic abuse continues to be the most frequent reason for an application to its Chances for Children grants across the UK, with 59% of these grants being awarded to families affected by domestic abuse. In London alone, this figure stood at 70%.
16. The latest figures from the Crime Survey for England and Wales show that in the year ending March 2018, an estimated two million adults aged between 16 and 59 years experienced domestic abuse in that year. Research from NSPCC and Refuge states that one in seven children and young people will have lived with domestic violence at some point in their lives. 90% of domestic violence incidents occur in households with children in the same or next room.
17. The Anchor Project in London is now well-established amongst the support network for those affected by domestic abuse, resulting in a greater scale of support provision for the families concerned.
18. You are asked to make a final one-year contribution towards the Anchor Project for 2020-2021 at the end of which Buttle UK aim that it will be funded in full through the Chances for Children Campaign.
19. The NLCF grant includes funding for an external evaluation will include a more systematic investigation into how the holistic, child-centered approach can be used to change practice in domestic abuse support agencies. The previous evaluation found anecdotal evidence of the longer-term benefits for children and young people but it is hoped that a more robust evidence base could have a lasting impact on the way services are delivered.

## Anchor Project Budget

Budget Item	2019-20 £	2020-21 £	Total £
Grants	276,000	276,000	552,000
Staffing & contribution to overheads	69,675	70,517	140,192
<b>Total Expenditure</b>	<b>345,675</b>	<b>346,517</b>	<b>692,192</b>
Buttle UK Contribution (salary & overheads)	51,218	70,517	121,735
Remaining CBT grant to be drawn down	147,032		147,032
Individual donor	45,000	-	45,000
NLCF <sup>1</sup>	12,425	11,152	23,577
Buttle UK fundraised income	90,000	180,000	270,000
<b>Total income raised</b>	<b>345,675</b>	<b>261,669</b>	<b>607,344</b>
<b>Shortfall (requested from CBT)</b>	<b>0</b>	<b>84,848</b>	<b>84,848</b>

## Financial Information

20. Whilst Buttle UK's unrestricted reserves appear to be very low relative to turnover, its principle asset is its endowment fund which on the 2018 balance sheet showed a value of £54million. In 2006, the Charity Commission granted Buttle UK a total return order, which permits it to spend the unapplied total return of its endowment, provided this is balanced against its current and future commitments to beneficiaries.
21. Historically, its reserves policy was to hold six months' unrestricted expenditure in free reserves. This policy took account of the need to be able to continue grant support, in particular for the education programmes, should there be unexpected reduction in income. Buttle UK calculates that if all the children and young people supported through its education programmes as at 31<sup>st</sup> March 2019 were to complete their anticipated period at school or college, the total grants due to be paid out over the next six years would be £4.2million. Its trustees are of the view that the total return on investment policy renders the need to hold six months' unrestricted expenditure in free reserve unnecessary. Officers are satisfied that it has access to sufficient funds to meet any future financial obligations.

---

<sup>1</sup> National Lottery Community Fund

Year end as at 31 March	2018	2019	2020
	Audited Accounts	Draft Accounts	Budget
	£	£	£
<b>Income &amp; expenditure:</b>			
Income	5,822,000	3,345,000	2,850,000
- % of Income confirmed as at 19/02/2018	n/a	100.00%	38%
Expenditure	(6,997,000)	(5,106,000)	(4,786,000)
Net surplus/(deficit)	(1,175,000)	(1,761,000)	(1,936,000)
Net gain on investments	847,000	3,276,000	0
<b>Total surplus/(deficit)</b>	<b>(328,000)</b>	<b>1,515,000</b>	<b>(1,936,000)</b>
Cost of Raising Funds	1,022,000	705,000	811,000
- % of income	17.6%	21.1%	28.5%
<b>Total Funds</b>	<b>57,141,000</b>	<b>58,656,000</b>	<b>56,720,000</b>

## **Conclusion**

22. The Anchor Project has been a very successful partnership which has delivered some very positive outcomes for a highly vulnerable group of children whose needs are all too often overlooked.
23. It has also encouraged domestic abuse support agencies to take a more child-centred approach to supporting families. It is hoped that over the next two years, a more robust evidence base can be provided in order to bring about more systematic change in the way that domestic abuse support services are delivered.
24. Your funding has enabled Buttle UK to test and evaluate a new approach to grant-making which has had a significant impact on the strategic direction of Buttle UK and enabled it to lever in additional funds.

**Jenny Field**  
Deputy Chief Grants Officer  
T: 020 7332 3715  
E: [jenny.field@cityoflondon.gov.uk](mailto:jenny.field@cityoflondon.gov.uk)

<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	26 <sup>th</sup> September 2019
<b>Subject:</b> Applications recommended for rejection	<b>Public</b>
<b>Report of:</b> Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Decision</b>
<b>Report author:</b> Scott Nixon, Head of Director's Office	

## Summary

This report and the accompanying schedule outlines a total of 10 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 10 applications recommended for rejection at this meeting. They are listed within categories in the accompanying schedule. In each case the "purpose" that is used to describe the application is that provided by the applicant organisation. All the recommendations are based on criteria set out in your Policy Guidance.
2. Copies of these application forms are available 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.

Scott Nixon  
Head of Director's office  
020 7332 3722  
[Scott.nixon@cityoflondon.gov.uk](mailto:Scott.nixon@cityoflondon.gov.uk)

# CBT Main Grants Recommended for Rejection

## Summary of Recommendations for Rejection

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Fund. Man. & Area
<b><u>Advice and Support</u></b>					
March 2019	15380 Food for All	To deliver 5,000 free healthy meals to disadvantaged people in London, with the help of the business community from the City of London	The proposal is for funding towards vehicle costs, which is outside your criteria. Free reserves held would support the costs requested.	£118,500	CR City
<i>Total Advice and Support (1 item)</i>				£118,500	
<b><u>Connecting the Capital</u></b>					
March 2019	15377 Bright Future	To part fund the total cost of our "Alleviating Loneliness & Care Cover for Carers" project.	The case for funding has not been made and does not clearly address your priorities.	£25,000	SD
Brent	Organisation		Free reserves are very low.		
January 2019	15248 Governors for Schools	This funding will engage, place and train 1,200 volunteers from under-represented communities to increase diverse representation on school governing boards across London boroughs.	Although this is a worthy concept, the charity holds large free reserves of 900k+, with ample scope for this proposal to be self-funded, especially as a contribution to core costs.	£98,589	GP City
November 2018	15184 Tavistock Repertory Guarantors Limited trading as Tower Theatre Company	Draw up an audit to inform improved access to a three-storey 19th century building by installing full lift access to the building for all abilities.	An operating surplus of £33k was budgeted for the 18-19 financial year, indicating that the theatre is generating surpluses. The lift can be installed without interrupting the theatre's programme.	£5,000	JNM Hackney



Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Fund. Man. & Area
December 2018	15211 The Parochial Church Council of the Ecclesiastical Parish of Trent, Christ Church Cockfosters	To improve the facilities of our church building in order to make it more accessible for use by the church and wider community.	Community activities do not feature on the Church's activity programme and the examples of potential community use are all hires as opposed to programmed community activities. Access developments do not appear to be central to this development project.	£5,000	JNM Enfield
July 2019	15622 WRCDT Corpus Christi Maiden Lane	Installation of a chair lift which will provide building access to disabled and wheelchair users.	The application is for the capital cost of a single item (stair lift), but no independent access audit has been commissioned. The Church's website would suggest that the stair lift is already in place and needs repair - outside your funding criteria.	£3,770	CR Westminster
<i>Total Connecting the Capital (5 items)</i>				£137,359	
<b><u>Positive Transitions</u></b>					
March 2019	15388 Best Beginnings	Vulnerable and disadvantaged Londoners are more resilient and empowered to make positive choices.	The proposed work is not sufficiently well-focused on migrants and refugees. It is unclear whether or how the applicant will be able to engage, except via community organisations who are unnamed in the application.	£134,230	TW Southwark
March 2019	15355 Hearing Dogs for Deaf People	To provide annual support over three years to at least 20 hearing dog partnerships living in Greater London.	The project only provides/focuses on individual benefit and, as such, is out of scope.	£152,261	SGB Outside London

Request Date	Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Fund. Amount Requested	Man. & Area
March 2019	15351 One King Ministries/Silver Links	To assist older people to break out of cycles of social exclusion and isolation so to improve mental and physical health and ultimately their sense of well being.	The charity has recorded and predicted deficits and dramatically falling income in the past two years; and virtually zero free reserves.	£60,000	SGB Havering
March 2019	15369 Well Grounded Jobs, Community Interest Company	To support WG's Speciality Barista Training project, providing training and personal development for NEET young people, those with mental health and complex needs, to achieve employment in the coffee sector.	The project provides employment training in Coffee Training Academies and, as such, does not meet your priorities.	£233,826	CR Tower Hamlets
<i>Total Positive Transitions (4 items)</i>				£580,317	
<b>Grand Total (10 items)</b>				<b>£836,176</b>	

<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	26 <sup>th</sup> September 2019
<b>Subject:</b> Funds approved or declined under delegated authority	<b>Public</b>
<b>Report of:</b> Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Information</b>
<b>Report author:</b> Scott Nixon, Head of Director's Office	

## Summary

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

## Recommendation

Members are asked to:

- Receive this report and note its contents

## Main Report

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

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

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

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

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

Scott Nixon  
Head of Director's office  
020 7332 3722, Scott.nixon@cityoflondon.gov.uk

### **Requests Approved ≤£10k**

Media Trust <i>Approved 25/07/2019</i>	£1,500 for the Media Trust to develop and run a new Distribution workshop to complement the "Telling Your Stories" project.
Ambition Aspire Achieve <i>Approved 23/07/2019</i>	£1,800 to provide an Eco Audit.
St John's Church, Kensal Green <i>Approved 23/07/2019</i>	£1,800 to provide an Eco Audit.
Time and Talents Association <i>Approved 09/09/2019</i>	£2,000 (5 days) to provide an Eco-audit.
New London Performing Arts Centre <i>Approved 09/09/2019</i>	£2,400 (6 days) to provide an Eco Audit.
Mental Health Foundation <i>Approved 23/07/2019</i>	£2,400 to provide an Eco Audit.
The Musical Museum <i>Approved 23/07/2019</i>	£2,600 to provide an Eco Audit.
198 Contemporary Arts and Learning <i>Approved 12/09/2019</i>	£3,660 for an access audit of the 198 Contemporary Arts and Learning Centre to inform the detailed design planning for the expansion of the site.
Almeida Theatre Company Ltd <i>Approved 12/09/2019</i>	£4,079 to meet the costs of an access audit for the Almeida Theatre building.
London School of Mosaic <i>Approved 10/09/2019</i>	£5,000 for an access audit of London School of Mosaic's new premises to identify ways to ensure accessibility as they bring the site into community use.
Active Living Support <i>Approved 05/09/2019</i>	£9,680 to meet the costs of running weekly street and contemporary dance sessions for disabled young people aged 11-25.
Connaught Opera <i>Approved 25/07/2019</i>	£9,900 for a programme of musical concerts for older people across London. Payments are released on a quarterly basis and the release of the third instalment is conditional on a more robust safeguarding policy.

### **Requests Approved £25k - £50k**

The Restoration Trust  
*Approved 12/08/2019*

£26,400 over one year for a Conservation and Wellbeing programme at the London Metropolitan Archives. The funding is conditional on Camden and Islington Mental Health NHS Trust giving permission for work on the St Luke's Hospital archives.

Golden Years  
*Approved 10/09/2019*

£27,000 over three years (£9,000 x 3) towards the salary of part-time Co-ordinator towards a programme of exercise and creative activities for older members of the Orthodox Jewish community.

**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
September 2019	£46,819	12			£53,400	2
<b>Total for year to date</b>	<b>128,689</b>	<b>29</b>	<b>46,900</b>	<b>3</b>	<b>253,690</b>	<b>7</b>

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

Bromley Voluntary Sector Trust  
*(Eco-audit request – Declined 08/08/2019)*

Audit carried out for tenant, Community Links Bromley in 2014 – duplication.

St Margaret's House Settlement  
*(Eco-audit request – Declined 08/08/2019)*

Organisation received an eco-audit in 2011 – duplication.

This page is intentionally left blank

<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	26 <sup>th</sup> September 2019
<b>Subject:</b> Withdrawn & Lapsed applications	<b>Public</b>
<b>Report of:</b> Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Information</b>
<b>Report author:</b> Scott Nixon, Head of Director's Office	

## Summary

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

## Recommendation

Members are asked to:

- Receive this report and note its contents

## Main Report

### Organisation

Blenheim CDP: Insight  
15078

### Purpose of Request / Withdrawal Reason

Enhanced programme for children and young people whose parents are accessing drug/alcohol recovery services aimed at improving young people's mental health resilience through targeted family and parenting support.

*Withdrawing in order to submit a revised bid at a later date.*

Hands Inc  
15370

We aim to reduce isolation and increase mobility, health and well-being for older people through the delivery of workshops, therapies and information based in community settings

*The organisation has been unable to secure sufficient funding to guarantee its viability. Currently, the organisation is preparing a managed close down, expected 31/3/2020.*

**Organisation****Purpose of Request / Withdrawal Reason**

The Listening Place  
15069

To enable TLP to increase its reach and sustainability, supporting 1,600 visitors annually by March 2021; by funding 11% of our budget in FY 2020-21, and 10% for FY 2020-21.

*Withdrawn due to changes to charity's strategy and financial situation.*

National Portrait Gallery  
15331

To make the National Portrait Gallery's main entrance fully accessible for the first time.

*This application has been withdrawn by the applicant as the project is currently at too early a stage to ensure draw down would take place within two years.*

Sir John Soane's Museum  
15373

Sir John Soane's Museum free access tours for audiences who are blind or partially sighted and deaf/deafened or hard of hearing.

*Application withdrawn as the proposal did not fully meet your criteria. A revised proposal can be expected.*

Sutton's Hospital in Charterhouse  
15554

A conservation project is proposed for Washhouse Court at the heart of the Charterhouse and the audit will ensure that space is accessible to all.

*Application withdrawn as the Trust has previously funded an access audit which covered some of the areas concerned.*

Working Well Trust  
15243

We seek to employ 1.5FTE Employment Wellbeing Workers to support 90-people with a dual diagnosis (i.e. Mental Illness and a Learning Disability) to gain new skills to move into employment.

*The applicant has withdrawn this request and will submit a new/revised application.*



**Organisation****Purpose of Request / Withdrawal Reason****Lapsed Applications**

Lewisham Churches Care  
15082

To improve the mental and physical health and well-being of 12-18 older people in South Lewisham.

*Lapsed as requests for information have not produced a response.*

**Total Withdrawn Applications: 7**

**Total Lapsed Applications: 1**

**RECOMMENDATION**

**That the report be received, and the contents noted.**

Scott Nixon  
Head of Director's office  
020 7332 3722  
[Scott.nixon@cityoflondon.gov.uk](mailto:Scott.nixon@cityoflondon.gov.uk)



<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	26 <sup>th</sup> September 2019
<b>Subject:</b> Variations to grants/funds awarded	<b>Public</b>
<b>Report of:</b> Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Information</b>
<b>Report author:</b> Scott Nixon, Head of Director's Office	

## Summary

This report informs Members of 1 grant where a variation has been agreed by the CGO since your last meeting.

## Recommendation

Members are asked to:

- Receive this report and note its contents

## Main Report

Since your last meeting, variation to the grant outlined below has been agreed by the CGO, in line with the revised delegated procedure for the amendment of grants as previously agreed by your Committee.

### Friends R Us

In April 2014 you agreed a grant of £4,500 to cover the costs of an independent access audit. In the end only £3,900 was required so the balance of £600 has been revoked.

Scott Nixon  
Head of Director's Office  
020 7332 3722 [Scott.nixon@cityoflondon.gov.uk](mailto:Scott.nixon@cityoflondon.gov.uk)

This page is intentionally left blank

<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	26 <sup>th</sup> September 2019
<b>Subject:</b> Grants analysis, trends and management	<b>Public</b>
<b>Report of:</b> Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Information</b>
<b>Report author:</b> Jemma Grieve Combes, 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

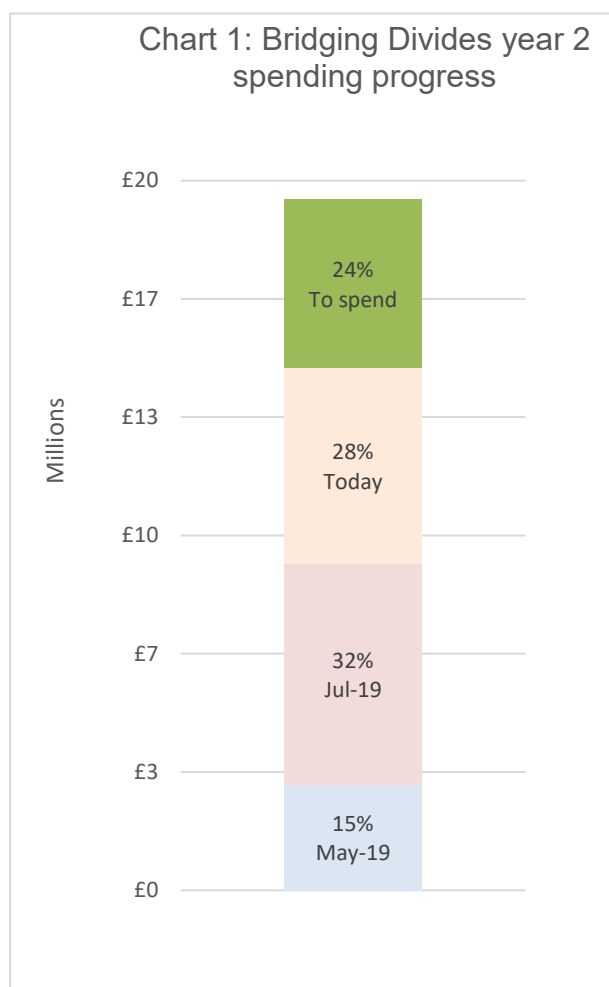
### Background

1. Your current grant making is comprised of three main schemes: Bridging Divides, Anniversary Programmes and Prince's Trust.

### Bridging Divides

2. Bridging Divides is City Bridge Trust's (CBT) funding strategy and programmes for 2018-2023. It launched in April 2018, replacing Investing in Londoners which ran from 2013 to 2018.
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 another exceptionally high spend due to concerted efforts by the Trust to decrease the backlog of applications. The £5.46m spend represents 28% of the year's grants budget, leaving £4.67m to spend over 4 meetings.

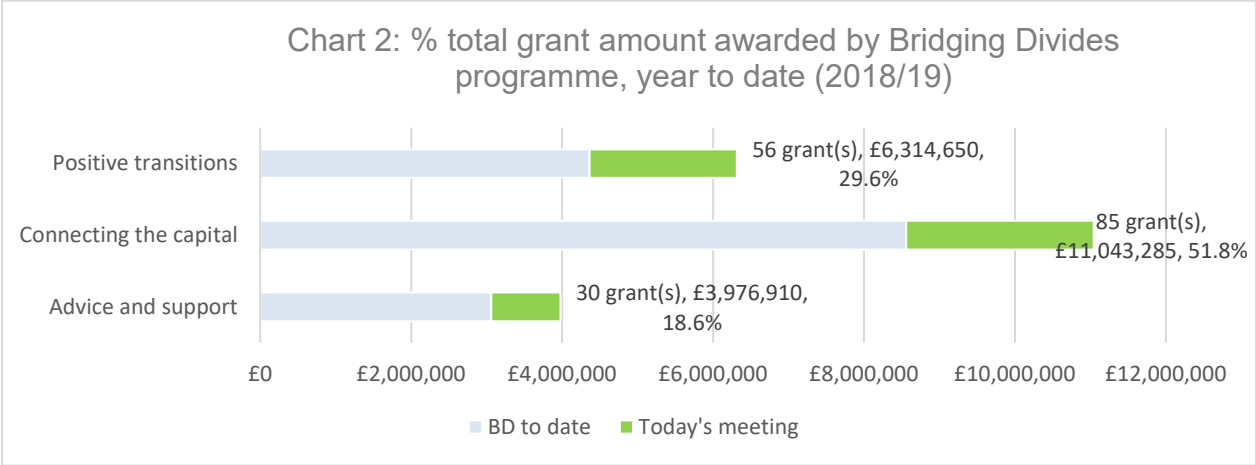


5. This should not limit your decision-making today since Court of Common Council has allocated £100m over the lifetime of Bridging Divides and there is flexibility in the timing of how CBT commits these funds, with the £20m annual allocation being indicative of planned commitments for each year. A discussion paper on this is included in your non-public papers at today's meeting.
6. **Grant variations:** Writebacks and variations of funds to date, including those reported at today's meeting, total £67,248. 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 considering applications at a total request value of £23,890,591. This continues to increase and is at a higher level than in previous years (November 2018: £17,087,579). This reflects the increased application rate and increased average request amount.

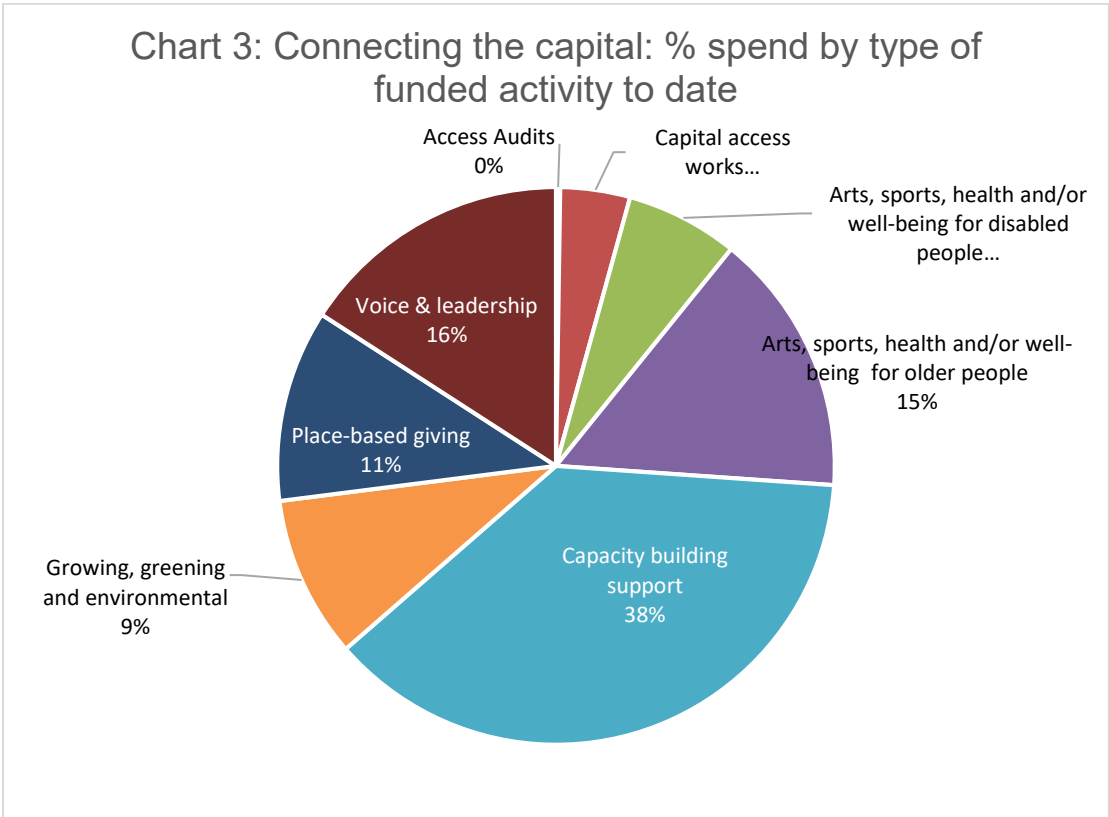
Table 1: Proposed use of remaining budget	£	Number
Value of submitted applications - pending	23,890,591	190
Value of proposed strategic initiatives	230000	2
<b>Total requests under assessment</b>	<b>£24,120,591</b>	<b>192</b>

8. **Awards made against grant outcomes:** Under your Bridging Divides grants scheme you have three main programmes which aim to achieve different thematic outcomes. Charts 2 and 3 show the context of the applications you will

consider today against the grants awarded by programme area since the launch of Bridging Divides.<sup>12</sup>



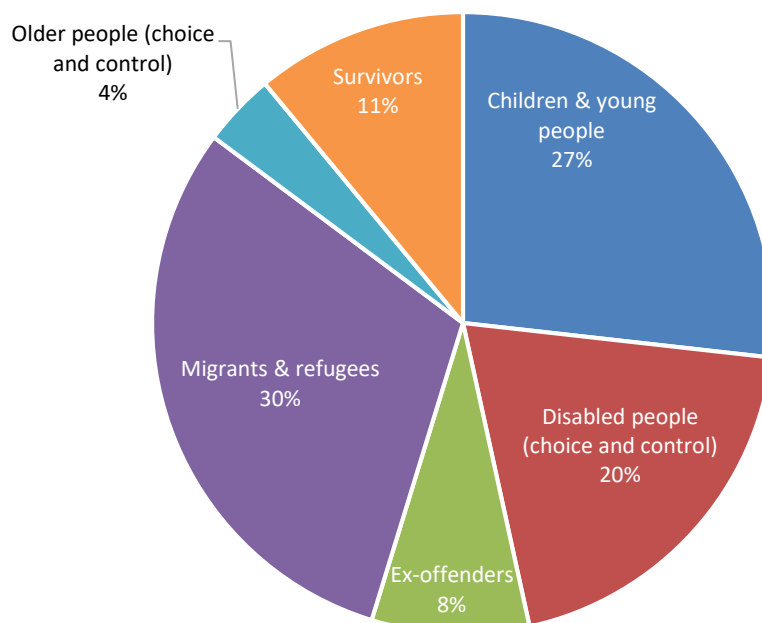
9. Connecting the Capital and Positive Transitions include a number of different priority areas. Charts 3 and 4 show the breakdown of grants awarded to date under each of these programmes.



<sup>1</sup> This chart excludes eco audits, small grants, stepping stones (pre rolling programme), ideas please and strategic initiatives.

<sup>2</sup> Today's meeting includes all main Bridging Divides open application grants reported at today's meeting including those that have already been approved by delegated authority.

Chart 4: Positive transitions: % spend by type of funded activity to date



### Anniversary programmes

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

#### 11. **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.

#### 12. **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, £633,230 has been approved in the year to date towards the Cornerstone Fund and Bridge Fund, and a further 2 are under consideration at today's meeting with a total recommendation of £139,000.

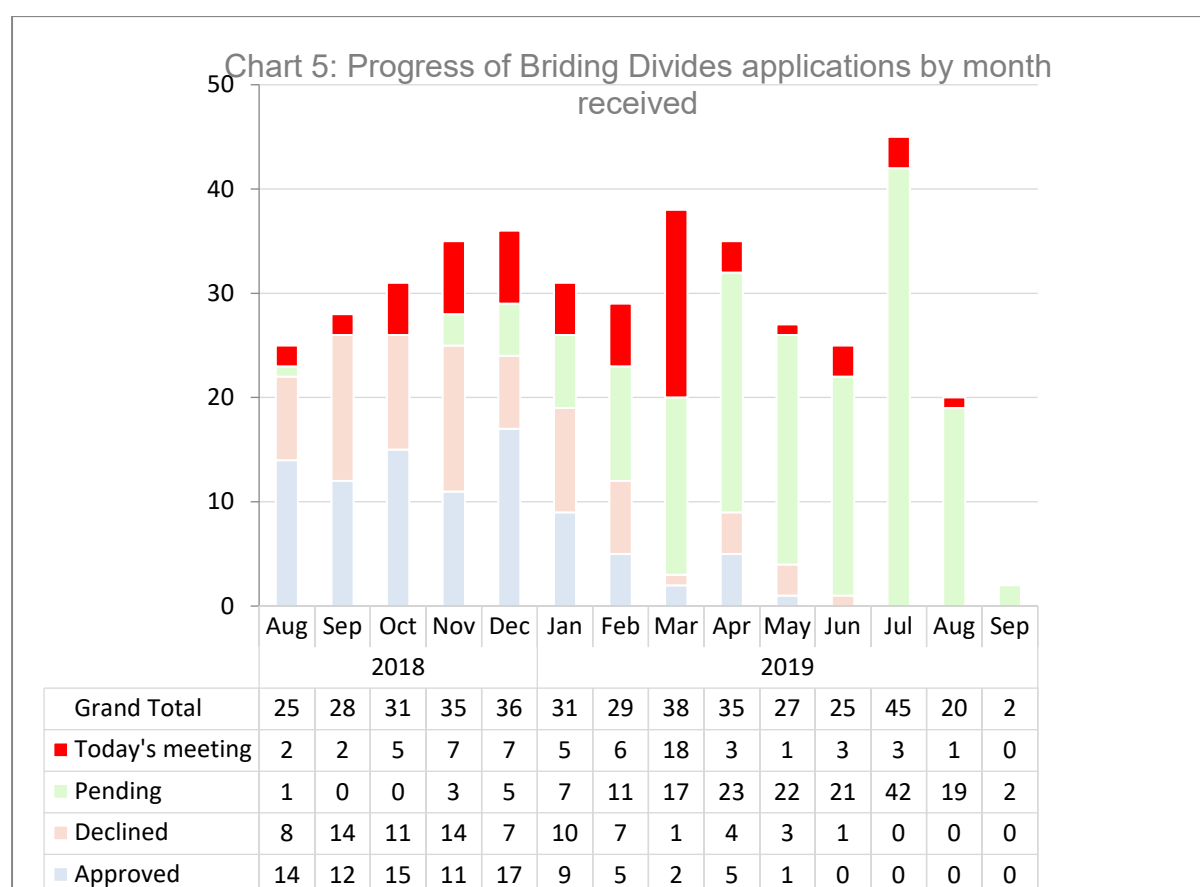
#### 13. **Prince's Trust**

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.



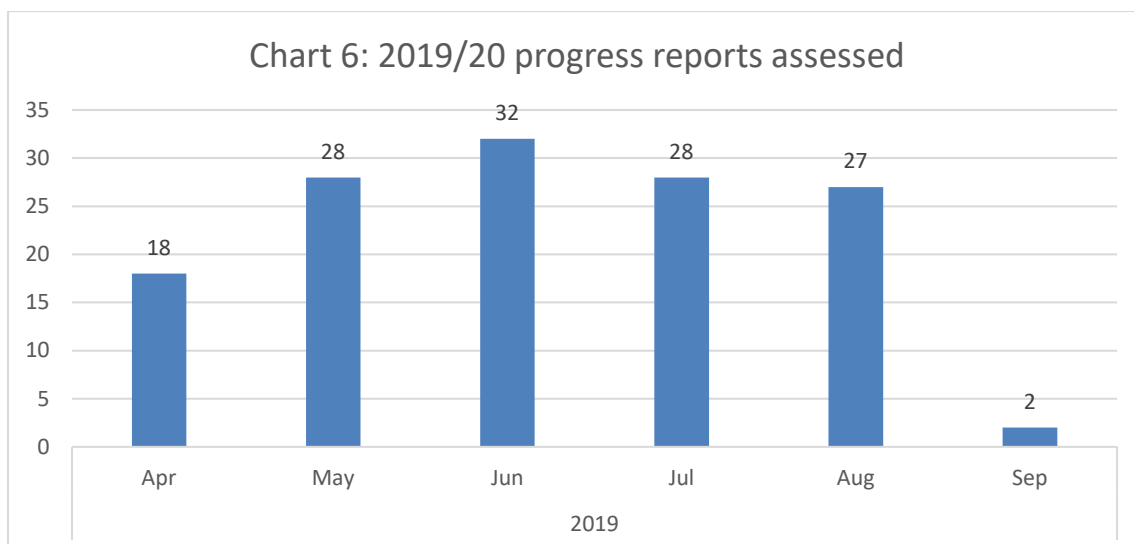
## Work in progress

14. **Progress of applications:** Chart 5 shows the application rate and progress of Bridging Divides applications from the oldest pending application.<sup>3</sup>



15. **Grants in Management value:** The total value of the grants across all programmes (approximately 891) currently under the management of your Funding Managers is approximately £ 36,592,797.
16. **Grants in management learning and monitoring:** In the financial year to date your officers have assessed and signed off 135 annual progress reports from grantees. Chart 6 shows the completion of reports by month. After a dip whilst officers focused on clearing the backlog of applications, numbers of reports assess have returned to normal rates (2018/19 average 29/ month).

<sup>3</sup> From July 2019 onwards these figures include only main Bridging Divides applications and exclude eco audits, strategic initiatives, small grants, ideas please and stepping stones (before it moved to a rolling programme), as they are approved through different application processes than your standard Bridging Divides grants.



Jemma Grieve Combes

Head of Impact and Learning

T: 020 7332 3174 E: [jemma.grievecombes@cityoflondon.gov.uk](mailto:jemma.grievecombes@cityoflondon.gov.uk)

<b>Committee</b>	<b>Dated:</b>
City Bridge Trust	26 <sup>th</sup> September 2019
<b>Subject:</b> Report on Learning visits	<b>Public</b>
<b>Report of:</b> Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Information</b>
<b>Report author:</b> Samantha Grimmer-Batt / Kate Moralee, Funding Managers	

## Summary

This report introduces learning visit reports for Chance UK and National Society for the Prevention of Cruelty to Children.

## Recommendation

Members are asked to:

- Receive this report and note its contents.

## Main Report

1. You receive Learning visit reports at each of your meetings. The reports to this Committee are from visits to:
  - a. Chance UK mentoring programme and parenting support: Supported under your Improving Londoners' Mental Health programme for Investing in Londoners
  - b. National Society for the Prevention of Cruelty to Children Protect and Respect programme for young people experiencing Child Sexual Exploitation (CSE). Supported under your making London Safer programme for Investing in Londoners

Ruth Feder / Jemma Grieve Combes  
Heads of Impact and Learning

T: 020 7332 1161

E: [impact@cityoflondon.gov.uk](mailto:impact@cityoflondon.gov.uk)

This page is intentionally left blank

### Learning visit report, Chance UK 14558

<b>1.1 Date of visit:</b> 12/08/19	<b>1.2 Name of visiting Funding Manager:</b> Samantha Grimmatt Batt	<b>1.3 People met with:</b> GJ & SB
<b>1.4 Programme Area &amp; Outcomes:</b> Improving Londoners' Mental Health \ More children and young people receiving specialist help, resulting in improved mental health		
<b>1.5 Purpose of the award:</b> £91,000 over three years (£27,700; £30,300; £33,000) towards the salary of a Programme Manager to deliver a mentoring programme and parenting support for children aged 5-11 in Islington, Lambeth and Westminster.		
<b>Grant start date: 12/07/2018</b>		<b>Grant end date: 12/07/2021</b>
<b>Project progress and difference made</b>		
<b>2.1 Project Outcome 1:</b> Reductions in children's internalised and externalised behavioural difficulties, with 80% of children showing reductions by the end of the mentoring year, and 40% with no behavioural difficulty at all, measured by the Goodman Strengths and Difficulties Questionnaire* (SDQ), <b>Progress made:</b> Target met, and exceeded for the secondary element (52% of children indicated no abnormal behavioural difficulties after mentoring).		
<b>2.2 Project Outcome 2:</b> Increase in children's pro-social behaviour - showing kindness, empathy and volunteering to help others by the end of the mentoring year as measured by the SDQ. 60% of children showing increase. <b>Progress made:</b> Target exceeded (64%).		
<b>2.4 Project Outcome 3:</b> Increase in parental self-esteem and self-efficacy, measured by validated tools such as the Parent Empowerment and Efficacy Measure (PEEM). <b>Progress made: target met:</b> 41% of parents increased their self efficacy and ability to parent.		
<b>Impact and learning: Funding Manager comments</b>		
<b>Impact:</b> The impact of this work is evident in both measurable, quantitative ways (the charity has met or exceeded all of the targets) and in less tangible ways, which are difficult to describe in black and white, but which staff and parents can see and feel in the everyday lives and interactions of the young people.  The staff I met with warmly described the positive impact that creating a relationship based on trust can have. Many of the children receiving mentorship have been let down by adults in their lives, or only interact with adults on a professional level, so positive non contractual relationships with adult role models are invaluable. It can sometimes take up to five months for mentors to build enough trust for the child to be willing to travel away from the home area. But with the mentor's support, and particularly when the parent has been able to engage positively and strongly model that they are on board, there can be a huge change. This project is one of the only mentoring services which offer a family centred holistic approach to support, where parental support and guidance is offered alongside child support.		
<b>Learning:</b> This project represents Chance UK's core work and flagship project. GJ, CEO, commented that, more than previously, the extent and the quality of service provision		

already available in the boroughs have a tangible and direct impact on the outcomes observed in the children accessing the mentoring service. This is largely because of the impact on the charity's ability to signpost parent and/or child to other relevant services, and provide a "warm handover". The grantee is therefore engaging in a geographically based collaborative which aims to work on this issue. It has also recorded that many parents report difficulties with social isolation, and as such is investigating the potential of putting in place a longer term solution that parents could access following the end of the mentoring process. Recent evidence suggests that children who have experienced domestic violence are at a higher risk from developing other issues later on, but that these issues may not present immediately. As such the charity now utilises a lower support threshold for children meeting this criteria. Finally, the children helped by your grant are often already deeply embedded within additional services. This clearly results in challenges for mentors, but it also results, for those that benefit positively from the work, in an even more impressive journey.

**Knowledge:** Children and young people, especially in the boroughs funded by your grant, are presenting increasingly higher levels of comorbidity/multiple presentations of complex issues, such as mental health difficulties, exposure to domestic violence, learning difficulties, etc. This charity estimates that complexity of need has increased substantially over the last 5 years. The issue of complexity has already been identified by the Trust, in collaboration with other funders, but there is still work to do and your impact and learning and Bridging Divides strategies should be informed by this as they are developed further. One of the complicating factors of it is that often (in as many as 20% of cases), even children seemingly presenting with only one "area of need" are later on receiving a further diagnosis of additional needs.

The trend of responding to/building mental health resilience, already identified by the Trust in the recent "ideas please" programme, is also being highlighted in ChanceUK's strategy, with work planned in collaboration with Barnardos.

**Total assets:** The charity is constantly seeking new mentors and volunteers, the Corporate Volunteering Manager has been informed in case of potential opportunities.

\*the most widely and internationally used measure of child mental health.

**Learning visit report**  
**National Society for the Prevention of Cruelty to Children 14172**

<b>1.1 Date of visit:</b> 31/07/2019	<b>1.2 Name of visiting Funding Manager:</b> Kate Moralee	<b>1.3 People met with:</b> LG, AA, JB, SP, JH, MM, TI
<b>1.4 Programme Area &amp; Outcomes:</b> Making London Safer\More survivors of trafficking accessing quality specialist support to improve their safety, health and well-being and to beginning to reintegrate into society Making London Safer\Children and young people living in refuges accessing specialist support that helps reduce trauma, increases resilience and gives them a voice		
<b>1.5 Purpose of the award:</b> £270,000 over three further and final years (3 x £90,000) towards the salary costs of two Protect and Respect Case Workers, for Croydon and East London respectively.		
<b>Grant start date: 01/04/2017</b>		<b>Grant end date: 01/04/2020</b>
<b>Project progress and difference made</b>		
<b>2.1 Project Outcome 1:</b> A reduction in the risk of child sexual exploitation for the young people we work with. Young people will learn how to make safe decisions and avoid risky situations in future.		
<b>2.2 Project Outcome 2:</b> An improvement in wellbeing in the young people we work with. Young people will build resilience and be less vulnerable to risky situations and circumstances which can lead to sexual exploitation.		
<b>2.3 Project Outcome 3:</b> A reduction in the trauma in the young people we work with. Young people will be able to understand that they were abused, that it was not their fault and rebuild their lives. <b>Progress made:</b> In the first two years of the project NSPCC has delivered approximately 1,000 1:1 sessions to approximately 150 young people; 120 1:1 sessions with parents/carers; 20 young people's group sessions and six parent group sessions. Of the number of young people NSPCC has worked with approximately half of the young people have made progress in understanding their abuse, learning how to make safer decisions and building resilience. The nature of working with the young people whilst they remain in "unsafe" situations and are experiencing CSE means that the journey out of their CSE situations can be a long one.		
<b>2.4 Project Outcome 4:</b> An increase in the understanding and knowledge of sexual exploitation by professionals through our multi-agency partnership work and parents and carers through our one-to-one sessions. <b>Progress made:</b> NSPCC has shared information and provided support to partner agencies approximately 3,300 times and provided 15 awareness raising/training sessions to 350 professionals to support better responses to CSE. The practitioners felt from qualitative feedback that the training and support to stakeholders will help many more young people who are vulnerable to sexual exploitation. This area remains one of the most difficult areas and high need to be able effectively to support young people who have experienced trauma.		
<b>2.5 Project Outcome 5:</b> To improve the understanding and/or practice relevant to child sexual exploitation of professionals; academics; local authorities; other commissioners and teachers and pupils (aged 11-19) in secondary schools, through our evaluation and scale up activity, which will begin between 2018 and 2019.		

**Progress made:** Over the first two years of the project three evaluation reports have been delivered: 1:1 service, group work service and summary of learning across the two services. An evidence informed theory of change for the Protect and Respect service has been drafted. Learning has been shared across statutory and voluntary sector partners to improve practice.

The evaluation report has been downloaded over 150 times, the evaluation launch event was attended by over 30 academics and NSPCC is working to with NHS England to have child sexual abuse recognised as a public health issue.

#### **Impact and learning: Funding Manager comments**

Your Funding Manager conducted a visit to the Lighthouse in Camden and met 3 Protect and Respect practitioners and other service leads. The Lighthouse involves a voluntary and public sector partnership to provide holistic child led services for children and young people experiencing child sexual abuse and/or child sexual exploitation. Your funded work in East London operates out of Poplar Spotlight youth centre, which provides a safe space for the young people to access services in a non-labelled environment.

**Impact:** NSPCC demonstrates its collaborative approach to working, both through this project and through its co-location of services in venues which do not draw attention to the purpose of the support. The learning and influence of this project has both a London and national impact. The project works across several levels and with key stakeholders. It adopts a child-led, trauma-informed approach to supporting the young people through and out of the journey of CSE. NSPCC has continually learned throughout the five years of the project and shares that learning continually with key stakeholders and academics.

**Learning:** The organisation works closely with the children in a trauma-informed, child-led way, although it has learned that this approach can be hindered by other agencies and parents adopting a behaviour approach (categorising behaviours such as neglect, risky, challenging, criminal etc). NSPCC continues to challenge this behaviour approach aiming to reframe what trauma presentation looks like, to achieve improved outcomes for young people. Practitioners identified a “light-bulb” moment delivering a “Push and Pull” model to professionals where they demonstrated a greater understanding of the pressures experienced by young people and potential intervention points to reduce susceptibility to “Push” points.

NSPCC has learned that measuring CSE is really complicated and remains a work in progress (developing a new evaluation with the young person at the centre of the evaluation) and continues to share learning and challenges with peers cross- sector, where there is consensus on direction of travel. NSPCC have identified that there is not a “one size fits all” model and has developed a manual which can be adapted iteratively.

**Knowledge:** NSPCC highlighted the opportunities for earlier recognition, interventions and referrals, demonstrated by the response to sharing the Push/Pull model with professionals.

**Total assets:** Offer NSPCC training to CBT grantees – CBT has done this previously and it was very useful. Promote the benefits of trauma informed approaches, specifically within sectors which adopt a behaviour approach (eg, criminal justice, family courts, child and adult services, youth offending services, schools etc)



<b>Committee</b>	<b>Dated:</b>
City Bridge Trust Committee	26 <sup>th</sup> September 2019
<b>Subject:</b> City Bridge Trust Communications & Events attended	<b>Public</b>
<b>Report of:</b> The Chief Grants Officer & Director of City Bridge Trust (CGO)	<b>For Information</b>
<b>Report author:</b> Catherine Mahoney - Communications Manager, Charity and Philanthropy	

## Summary

This paper provides members with an update on the communications work of 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 15/07/19 and 10/09/19 against each of the four key audiences identified in your Communications Strategy. This shows continued levels of engagement against all four audiences.
2. With regards to the Regulators & Politicians audience, your Members and Officers attended several events involving this audience, including the launch of a new APPG group on Philanthropy, and a speech by the Mayor of London at City Hall about their approach to Street Violence.

### Media Activity

3. Appendix 2 provides a detailed breakdown of the media activity supporting delivery of your Communications Strategy during this period, led by Kristina Drake, City of London Media Officer.
4. A number of recent grants awarded by the Trust were the subject of media coverage. These included Core Arts, an east London charity developing a tram shed into a community centre; and two impactful articles of your Bridge to Work programme. The Trust also received coverage both in press and on social

media following the July Committee meeting having reached the milestone of distributing a record amount of funding in one Committee meeting – at £6.3m.

5. The Evening Standard ran a story about CBT support to Embrace Child Victims of Crime, and the New Statesman covered your Grant to the Waterloo Community Counselling, saying CBT is providing the “necessary grants to supplement a lack of public funding” for counselling services for London’s refugees and asylum seekers.

### **External Events Register**

6. Officers and Members attended a range of internal and external meetings during the period in question, including the launch of a new pan-London portal mapping and signposting LGBTI services ‘*FindOut*’, the launch of *The Catalyst*, a new initiative to digitally upskill the Voluntary sector, and the launch of *Disability Access Southbank*, a new initiative and app for people with disabilities visiting that part of London.
7. A full list of external events attended by officers and Members on behalf of the Trust can be found at Appendix 3.

### **Catherine Mahoney**

T: 020 7332 3533

E: [Catherine.Mahoney@cityofLondon.gov.uk](mailto:Catherine.Mahoney@cityofLondon.gov.uk)

## Appendix 1: Key Audience Groups

Audience	Face to face	Online and Printed Media channels	Online content
Londoners	All recent events were attended by Londoners. A full list can be found in the External Events table report (Appendix 3).	<ul style="list-style-type: none"> <li>• Evening Standard</li> <li>• <u>Hackney Gazette</u></li> <li>• City Matters</li> <li>• <u>Docklands and East London Advertiser</u></li> <li>• <u>City A.M.</u></li> <li>• <u>London Post</u></li> <li>• <u>MyLondon</u></li> <li>• <u>Romford Recorder</u></li> <li>• <u>Barking and Dagenham Post</u></li> <li>• <u>Newham Recorder</u></li> </ul>	<p>CBT Twitter:</p> <ul style="list-style-type: none"> <li>• 7240 followers</li> <li>• 72.6K impressions* between 15/07/19 &amp; 11/09/19</li> </ul> <p>CBT Website:</p> <ul style="list-style-type: none"> <li>• 6,900 users</li> <li>• 10,000 sessions</li> <li>• 2 mins and 52s average time spent, mainly on the 'What We Fund' page</li> </ul>
Regulators & politicians	<ul style="list-style-type: none"> <li>• APPG on Philanthropy launch</li> <li>• Disability Access Southbank Launch</li> <li>• Launch of Catalyst at Church House</li> </ul>	<ul style="list-style-type: none"> <li>• New Statesman</li> <li>• FE News</li> <li>• <u>Government Computing.</u></li> <li>• Civil Society</li> </ul>	n/a
Immediate stakeholders**	<ul style="list-style-type: none"> <li>• Tower Bridge's 125<sup>th</sup> anniversary celebration</li> <li>• Islington Giving Panel</li> <li>• Sir John Cass Foundation Board Meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Charity Today</li> <li>• City Matters</li> <li>• Evening Standard</li> <li>• <u>Civil Society</u></li> <li>• <u>Charity Update</u></li> </ul>	<ul style="list-style-type: none"> <li>• News items on the CoL intranet and e-bulletin.</li> <li>• Regular updates in the Members' Briefing.</li> </ul>

Audience	Face to face	Online and Printed Media channels	Online content
Other funders, policy makers & key commentators	Meetings & events with various funders including: Other events including: <ul style="list-style-type: none"> <li>• London Councils Grants Committee</li> <li>• LGBT Consortium launch</li> <li>• Charitable Foundations' Chairs meeting</li> <li>• GLA Young Londoners Grant Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Asian Voice</li> </ul>	n/a

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

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

**Appendix 2: Media Coverage**  
**2<sup>nd</sup> July – 3<sup>rd</sup> September 2019**

Organisation/Topic	Publication and Weblink	Readership / Audience	Detail	Coverage	Date	
Crimestoppers	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	<a href="#">City Matters</a>
Core Arts	Hackney Gazette	156,766	Dhruv Patel, Chairman 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	<a href="#">Hackney Gazette</a>
Core Arts	Docklands and East London Advertiser	191,191	As above	Local	04/07	<a href="#">Docklands and East London Advertiser</a>
Core Arts	Hackney Citizen	156,766	As above	Local	11/07	<a href="#">Hackney Citizen</a>

Organisation/Topic	Publication and Weblink	Readership / Audience	Detail	Coverage	Date	
Superhighways collaboration	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	<a href="#">Charity Digital</a>
Core Arts	Docklands & East London Advertiser	191,191	The City Bridge Trust is mentioned in <i>Docklands &amp; East London Advertiser</i> about plans to convert an old tram shed in Hackney Wick into a new community centre. (viewable internally only)	Local	15/07	<a href="#">Docklands &amp; East London Advertiser</a>
Waterloo Community Counselling	<i>New Statesman</i>		A piece in the <i>New Statesman</i> says City Bridge Trust is providing the “necessary grants to supplement a lack of public funding” for counselling services for London’s refugees and asylum seekers.		15/07	<a href="#">New Statesman</a>
The Catalyst	Government Computing		The City Bridge Trust is mentioned as supporting a catalyst partnership to help charities in digital transformation, reports <i>Government Computing</i> .		15/07	<a href="#">Government Computing.</a>
The Catalyst	Civil Society		<i>Civil Society</i> reports that the City Bridge Trust is helping to fund a catalyst to help smaller charities and	Trade	15/07	<a href="#">Civil Society</a>

Organisation/Topic	Publication and Weblink	Readership / Audience	Detail	Coverage	Date	
			civil society organisations use technology more collaboratively.			
Bridge to Work	City A.M.	513,861	<i>City A.M</i> runs a column by Policy Chair Catherine McGuinness about City Bridge Trust's 'Bridge to Work' programme. The scheme provides employment opportunities for disabled Londoners.	London	22/07	<a href="#">City A.M.</a>
London Harvest Festival	London Post		<i>London Post</i> writes a piece about the upcoming 21st London Harvest Festival, which will be held at Woodlands Farm in Greenwich. The City Bridge Trust is referenced.	London	25/07	<a href="#">London Post</a>
Bridge To Work	Recruiting Times.		City Bridge Trust's Bridge To Work initiative supporting young disabled Londoners into work is referenced in an article in <i>Recruiting Times</i> .	Trade	31/07	<a href="#">Recruiting Times.</a>
Food Matters	Hackney Gazette	2,148 weekly	<i>Hackney Gazette</i> runs a story on 'Know Your Onions' - a project run by charity School Food Matters, funded by City Bridge Trust, which is encouraging school children to cook and eat sustainable and healthy meals. (Viewable internally only)	Local	1/08	<a href="#">Hackney Gazette</a>

Organisation/Topic	Publication and Weblink	Readership / Audience	Detail	Coverage	Date	
The Sycamore Trust	Romford Recorder	21,400	The <i>Romford Recorder</i> ran a piece on a Dagenham autism charity being awarded funding from City Bridge Trust, the City of London Corporation's charitable funder.	Regional-Essex	06/08	<a href="#">Romford Recorder</a>
The Sycamore Trust	Barking and Dagenham Post	5,157	As above.	Regional	06/08	<a href="#">Barking and Dagenham Post</a>
The Blue Sky Project	Newham Recorder	8,900	The <i>Newham Recorder</i> reports on City Bridge Trust donating money to a charity helping people with learning difficulties and disabilities to get into theatre.	Regional	07/08	<a href="#">Newham Recorder</a>
Asian Voice Charity Awards	Asian Voice		<i>Asian Voice</i> reports on the winners of its Charity Awards, celebrated at the National Liberal Club. The piece references the City Bridge Trust, which has donated a 'Tower Bridge experience' to one of the winners.		15/08	<a href="#">Asian Voice</a>
Consortium	City Matters	20,000	<i>City Matters</i> reports on national charity 'Consortium' receiving funding from City Bridge Trust to create an online one-stop-shop for all LGBT+ services in London. Dhruv Patel,	London	16/08	<a href="#">City Matters</a>



Organisation/Topic	Publication and Weblink	Readership / Audience	Detail	Coverage	Date	
			Chairman of the City Bridge Trust Committee, is quoted.			
	City Matters	20,000	<i>City Matters</i> includes an article about City Bridge Trust, the City of London Corporation's charitable arm, donating of £6.3m to 42 London charities, the biggest amount of money it has ever given in a single funding round. Dhruv Patel, Chairman of the City of London Corporation's City Bridge Trust Committee, is quoted.	London	22/08	<a href="#">City Matters</a>
	MyLondon		<i>MyLondon</i> reports on a 22-year-old woman from Crystal Palace who was offered a job as an audio-visual operator after she contacted the Prince's Trust, which received funding from the City Bridge Trust.	London	29/08	<a href="#">MyLondon</a>
Embrace Child Victims of Crime	Evening Standard	884,728	<i>Evening Standard</i> reports that the charity, Embrace Child Victims of Crime, has been awarded a £50,000 grant from City Bridge Trust to provide extra therapy sessions for service users. [viewable internally]	London	30/08	<a href="#">Evening Standard</a>

Organisation/Topic	Publication and Weblink	Readership / Audience	Detail	Coverage	Date	
Centrepont charity	FE News	13,418	<i>FE News</i> runs a story following a £100k grant donation from City Bridge Trust to Centrepont charity to tackle youth homelessness in the capital.	Trade	02/09	<a href="#">FE News</a>
Islington Giving Board	Charity Update		The City Bridge Trust is mentioned in <i>Charity Update</i> about a coalition of funders who have joined the Islington Giving Board. The board will contribute £90,000 over three years to tackle the effects of inequality in Islington by supporting young people, families and the elderly in the borough.	Trade	03/09	<a href="#">Charity Update</a>

**External Events Register**  
**Attended 5<sup>th</sup> July– 30<sup>th</sup> August 2019**

Date	Host Organisation	Type of Event	City of London's Representative	Location/Borough	Summary
02/07/2019	Tower Bridge	125th Anniversary celebration	David Farnsworth, Fiona Rawes, Dhruv Patel, Alison Gowman, Catherine Mahoney	City of London	125th Anniversary celebration
08/08/2019	CoLC	Lecture and Dinner	Dhruv Patel	Chief Commoners Parlour	"The Turning Tide: the City and the River" lecture.
08/07/2019	House of Commons	APPG on Philanthropy and Social investment	David Farnsworth, Fiona Rawes	Westminster	Launch of the APPG on Philanthropy and Social investment
09/07/2019	CBT	Lunch with Matthew Bowcock CBE from Beacon	Dhruv Patel, Fiona Rawes	Guildhall Club	Lunch

Date	Host Organisation	Type of Event	City of London's Representative	Location/Borough	Summary
10/07/2019	London Councils	London Councils Grants Committee	Dhruv Patel Sandra Jones	London Councils	Meeting
10/07/2019	Association of Charitable Foundations	Charitable Foundations' Chairs meeting	Dhruv Patel	ACF	Evening Reception for Chairs to network
11/07/19	IVAR (Institute for Voluntary Action Research)	Workshop	Jemma Grieve Comes	Esmee offices, Kings Cross	A gathering of funders and funded organisations to explore ways to take forward the 'principles for grant reporting' aimed at making grant reporting a shared and more useful experience.
11/07/2019	CAST	Event and workshop	Dhruv Patel, David Farnsworth, Catherine Mahoney Fiona Rawes, Jenny Field	Church House	Launch of <i>Catalyst</i> , an initiative to upskill the voluntary sector on digital skills. DF gave a talk.

Date	Host Organisation	Type of Event	City of London's Representative	Location/Borough	Summary
11/07/2019	LB Bromley	Meeting	Dhruv Patel, David Farnsworth	LB Bromley Offices	Discuss needs/gaps in Bromley
15/07/19	GLA/Mayor of London	Speech	Ciaran Rafferty	Salmon Youth Centre, Southwark	A speech by the Mayor to outline City Hall's approach to youth violence.
15/07/2019	Age UK	Visit	David Farnsworth, Dhruv Patel, DCCS staff	Age UK Offices	General Meeting
15/07/2019	Greater London Authority	Training Sessions	Shegufta Slawther, Funding Manager	City Hall	Young Londoners Fund Scorer Training
16/7/19	Islington Giving	Grant Panel	Kate Moralee	Islington	Regular decision-making grant panel for Islington Giving
16/07/2019	NACC	Reception	Dhruv Patel, David	Mercers Hall	Evening reception

Date	Host Organisation	Type of Event	City of London's Representative	Location/Borough	Summary
			Farnsworth, Fiona Rawes		
17/07/2019	Barrow Cadbury	Funders for Race Equality Alliance	Sandra Jones	Equally Ours	A forum of organisations that fund race equality projects and organisations.
17/7/2019	Sir John Cass Foundation	Annual Board lunch	Dhruv Patel	Skinners Hall	Annual Board meeting
21/08/19	CBT	Inception meeting for RRR evaluation	Julia Mirkin, Funding Manager and Ruth Feder, Head of Impact and Evaluation	City of London	To agree management and reporting arrangements for the RRR evaluation.
22/07/2019	CBT	Meeting	Dhruv Patel	Guildhall	Meeting with Carol Mack of ACF
23/07/19	Consortium & Hero	Launch	Ciaran Rafferty	Amnesty Building, Shoreditch	A successful very launch event of the interactive map of LGBT

Date	Host Organisation	Type of Event	City of London's Representative	Location/Borough	Summary
					services in London, funded by the Trust.
23/08/19	CBT	2nd selection panel meeting for RRR	Julia Mirkin, Funding Manager	City of London	To make funding recommendations to the Committee from the shortlisted RRR proposals.
24/07/19	DePaul	Celebration	Kate Moralee	Westminster	30 year anniversary celebration at HoL
25/07/19	AccessAble/TFL/City Hall/	Launch of new initiative and app	Catherine Mahoney, James Lee	Mondrian, Southbank	Launch of Accessibility Southbank
29/07/19	Trust for London	Action Learning Set	Shegufta Slawther, Funding Manager	Trust for London Office	Action Learning Set for Funding Managers
2/8/19	Streetwise Opera	Performance	Kate Moralee	Westminster	Streetwise Opera public performance at Royal Opera House

Date	Host Organisation	Type of Event	City of London's Representative	Location/Borough	Summary
07/08/19	Whizz-Kidz	Awards	Ciaran Rafferty	King's Fund, Marylebone	An event to present awards to children and young people for designing their own wheelchairs.
13/8/19	Islington Giving	Funder roundtable	Kate Moralee	Islington	Sharing learning from the closure of the Women's Therapy Centre in Islington
15/08/19	Young Westminster Foundation	Exhibition	Ciaran Rafferty	Carnaby St	A photography exhibition to showcase the anniversary of one of the first youth clubs in London.
19/08/19	GLA	Grants Panel	Ciaran Rafferty	City Hall	Your officer is part of the grants panel to consider applications to the Mayor's Young Londoners Fund for small grants.
29/08/19	CBT	Network Meeting	Ciaran Rafferty	Guildhall	A regular and informative network meeting of the projects delivering your Bridge to Work programme plus some guest speakers.



Date	Host Organisation	Type of Event	City of London's Representative	Location/Borough	Summary
29/08/2019	London Youth	Celebration of City Leaders Course	Alison Gowman	St Luke's Community Centre Central Street Islington	Event to celebrate and award prizes to those on the City Leaders Course supported by CBT
29/08/19	London Youth	Awards	Deputy Chairman; Ciaran Rafferty	St Luke's Community Centre, Islington	The Deputy Chairman presented one of the awards to celebrate those young people who took part in this year's City Leaders programme, which the Trust is co-funding.

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank



Document is Restricted

This page is intentionally left blank