

City Bridge Trust (CBT) Major Workstreams in the Context of Covid-19 (to be read alongside the CBT Business Plan 2020-2021 – see below table) (as at 28 June 2020))

Major Workstream	Priority	Action Needed	Lead	Notes
1. Implementing the Philanthropy Strategy – contributing to higher impact and higher value philanthropy through our role modelling in London and our support and awareness raising in London, the UK and internationally	Focus on role modelling: through Bridging Divides & collaboration with other funders and volunteering bodies	See 2	FR plus specific leads identified in 2 below	<p>Philanthropy House (PH): In January 2020, CASC & associated committees paused the refurbishment of 20/21 Aldermanbury and agreed to a commercial letting of 21 Aldermanbury to a meanwhile workspace management company pending greater clarity on the optimal long term appropriate use of that property. Having ascertained that the Anchor Partners for the PH project were not interested in renting space within the building on a meanwhile basis (owing to commitments under their current lease at Toynbee Hall), your Officers have been working with City Surveyors to explore the commercial viability of another property within the BHE portfolio as alternative sites for PH. This is subject to input from architects who are currently scoping the expansion potential of this property.</p> <p>The assumptions underpinning business modelling to date will need</p>

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				to be revisited in light of the significant impact of Covid-19 on the commercial rental market and then applied to this alternative building. We will update this committee with the findings once they are available
2. Implementing the 2018-2023 Bridging Divides Funding Strategy through spending the charitable funding budget in full and making the most of our non-financial assets and those of our Trustee.	Existing portfolio of grantees	<p>Remaining unrestricted payments to organisations with less than £500k turnover have been made.</p> <p>Flexibility to be maintained in approach to all current grantees allowing grant variations on a case by case basis (including possibility of core funding and additional funding for Funder Plus Support)</p> <p>FAQ's to be kept up to date on website</p>	<p>SN</p> <p>Funding Managers (FMs)</p> <p>CM</p>	<p>Complete</p> <p>CBT to offer all organisations currently in receipt of a Bridging Divides grant for revenue (including Small Grants) the opportunity to use up to the next 12 months of that funding towards core costs. Organisations can opt to use less than 12 months. The grants will remain restricted as the formal offer will be <i>"for core costs to support charitable activity for the benefit of Londoners"</i>. (Some operational guidance is provided at the end of this document)</p>
	Applicants whose applications are	FMs to complete assessments against the Covid-19 context and consider flexible solutions to include the offer of up to 1 year's	FMs	

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	currently being assessed by FMs	core cost money (as described above) and then following years as project funding with a check in at a reasonable point to see how the proposed project may need to change. Any grant awarded, including the core offer, to be backdated to commence from April 2020 if the group wishes.		
	Applicants whose applications are waiting to be sifted & allocated	Regular sifts of applications ongoing – with continuation requests identified and prioritised. Applications to be allocated across FM team bearing in mind the potential increased time commitment from CBT to LCRF & individual circumstances of FMs.	Funding Directors (FDs) FDs	
	Applicants who have partially completed applications	Maintain current position of considering completed applications as and when submitted, with reference to the notes in the business plan regarding the assessment process and considerations of core funding as described above.	FDs/FMs	
	Potential applicants who have not started applications	The pause on new applications (other than to the LCRF) extended until the end of August 2020, subject to monthly review	DF/JF in consultation with Chair & Deputy	Recommendation to CBT Committee to extend the pause until the end of September with a review at the September CBT Committee
	LCRF	Decision as to whether the resources needed to distribute the funds will be funded from the LCRF, in line with the provision in the Trust	DF/JF	Dedicated LCRF Manager appointed and additional resources directed to LCRF

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		Deed & if so at what level constitutes 'reasonable costs'		'Reasonable costs' decision to be arrived at following further work to present options										
		Additional £10M of funding for the LCRF from additional National Government monies promised to the charity sector and routing through the National Lottery Community Fund to be agreed		Panel approval secured but as yet not signed off by Government – negotiations on-going										
		Additional funding from the existing Bridging Divides budget to be allocated to the LCRF towards Wave 3 – next proposed tranche subject to CBT Committee agreement following consideration of implications for Bridging Divides budget (see non-public CBT Committee Paper)	DF/JF in consultation with CBT Committee	<p>As of 24/06/2020, the position with LCRF is as follows:</p> <table><tr><td>Total Income</td><td>13,559,418</td></tr><tr><td>Total Expenditure</td><td>13,561,914</td></tr><tr><td>Grants Revoked</td><td>66,383</td></tr><tr><td>Balance (to be c/f to W3)</td><td>63,890</td></tr><tr><td></td><td></td></tr></table> <p>LCRF has finished dealing with Wave 2 applications and is preparing for the launch of Wave 3. It is proposed that an additional £5m is allocated from the Bridging Divides budget towards this next phase.</p>	Total Income	13,559,418	Total Expenditure	13,561,914	Grants Revoked	66,383	Balance (to be c/f to W3)	63,890		
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	Additional resources from	Initial analysis of what proportion (if any) should be specifically ear-marked for Covid-19 response (both health crisis and the	DF/JF with full team input & in	.										

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	BHE for Bridging Divides	consequences of a potential longer-term economic downturn)	consultation with CBT Committee	
3. Developing the social investment market by supporting access for London's charities via the Stepping Stones grant programme and small loan facility and leading the continued successful delivery of the BHE Social Investment Fund	Existing portfolio	Management of portfolio to continue with flexibility being shown	TW/HD	
	Pipeline/new investments	Expected to slow / stop naturally as a consequence of market activity, but to remain open for suitable opportunities	TW/HD	
	Stepping Stones/small loan facility	To remain open for organisations who wish to explore resilience and recovery projects.		
	Developmental work of City Bridge Invest	Mindful of the BHE Review, and the capacity limitations (across CBT/Legal/Finance), progress will be with reference to the current crisis and efforts to rebuild a resilient sector.	TW/ HD in discussion with relevant colleagues	
4. Delivering the Central Grants Programme (CGP)	CGP	Applications continue to be received and processed by the CGP.	JJ	

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and Wembley National Stadium Trust (WNST) contract to an excellent standard		Community Infrastructure Programme to be repurposed and used flexibly in light of context. To include helping sector to rebuild capacity.		
	WNST	Support to continue to WNST at reduced level (see notes)	SG/DF/SN	Contractual variation agreed with WNST Trustees to scale back delivery of the contract to c.30%. Spare capacity being directed to LCRF.
5. Implementing a Learning & Impact Strategy and communications plan to underpin and increase the impact of all our work	Learning & Impact	Continue to deliver work to embed an impact, evidence and learning approach, to support the development of a values & learning culture; support work to capture learning from Covid-19 response. Development of an organisational approach to impact data.	JG/RF	2 nd year Learning Partner report on the delivery of Bridging Divides being finalised for sharing with CBT Committee.
	Communications	Support to be focused on communications specific to the Covid-19 response (including keeping website FAQ's up to date) Supporting the Strategic Comms sub-group of the LCR	CM	
6. Progressing the review of charities, including Bridge House Estates	Charities Review	Existing workstreams only to be progressed in so far as there is any spare legal/financial capacity	AP/KA	

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	Bridge House Estates (BHE) review	Work streams continuing in so far as there is available capacity	DF/KA/AE	BHE final draft strategy included in CBT's July committee papers and other relevant committees over the next 3 months.

Operational guidance in relation to Section 2 above

- a) Requests to take advantage of the option to convert some of the grant to core costs will be discussed with the Funding Manager and recorded on BBGM as an agreed variation.
- b) For applications under assessment and yet to be approved, Funding Managers will discuss this offer with all applicants during the assessment process, and present funding recommendations for approval with some commentary on whether or not the organisation wished to take advantage of the 12-month core funding
- c) At the end of the period of core funding, organisations will have the opportunity to revise the delivery plans developed pre-Covid, and agree these with us on a case by case basis, or could choose to retain the existing focus of their funding if they prefer.
- d) We will offer guidance notes to avoid pitfalls such as funded staff members being furloughed (and therefore financially disadvantaged) because the funded organisation wants to use all of the grant towards core costs
- e) We will adopt a proportionate, light touch, approach to monitoring: ask organisations adopting the core funding offer to report on exactly what the funds supported; how there was London benefit; and how the flexibility underpinned their sustainability and effectiveness.
- f) Funding Managers would discuss core funding approach with all pending applicants during the assessment process, and would present funding recommendations for approval with some commentary on whether or not the organisation wished to take advantage of the (up to) 12-month core funding with a 9 month review (or at other appropriate time) built in to see how any proposed project funding may need to change in relation to the context at that time.
- g) With regard to Strategic Initiatives, given these extraordinary times, these can still be considered. However, in the circumstances, our priority should be around responses to the crisis/post-crisis recovery .