

<b>Committee:</b> City Bridge Trust (CBT)	<b>Dated:</b> 20 <sup>th</sup> March 2017
<b>Subject:</b> Progress Report	<b>Public</b>
<b>Report of:</b> Chief Grants Officer	<b>For Information and decision</b>

## Summary

This is a regular report by the Chief Grants Officer. You are asked within this report to agree that CBT enters the Lord Mayors Show 2017 and note updates on the following:

- The Work Continues.
- Support for the LGBT sector.
- Stepping Stones.
- The Cranfield Trust's capacity building programme, STRIVE.
- CBT's Internal Financial Audit.
- The CBT financial assessment process.
- CBT Communications and Press coverage.
- Human Resources update.
- Strategic Review update, and;
- Grant-making (if today's grants are approved, 98% of the Investing in Londoners grants budget will have been approved).

## Recommendations

- a) That the report be noted.
- b) That you agree that CBT enters the Lord Mayors Show 2017.

## Main Report

### The Work Continues

1. Whilst we undertake our 5 year Strategic Review (see update at paragraph 26) the Trust's everyday work continues in every London Borough. Your Chief Grants Officer continues to make Friday visits to see some of the 500+ charities you are supporting at any one time throughout Greater London.
2. Most recently he visited the Haringey Migrant Support Centre (and Members are reminded they are very welcome to join any of the visits). Your grant supports the part-time Destitution Coordinator, contributes to the part-time Centre Coordinator and associated project running costs.

3. The community hall was a hive of activity: an advice triage was operating leading to detailed advice provided by 3 of your other grant funded organisations who were operating surgeries from the same hall. Over 100 people were being provided a hot meal using largely donated food from local business. Former clients were volunteering in all aspects of the service and your Chief Grants Officer had conversations with several of them – the work is clearly making a big difference. The challenge for the organisation is the increased demand on their services coupled with funding pressures (despite considerable efforts to secure finance and work collaboratively to do so).

### **Lord Mayor's Show 2017**

4. It is proposed that the Trust takes part in the Lord Mayor's Show 2017. With the work currently being undertaken on the 5 year Strategic Review, this would present an excellent opportunity to showcase the work of some of the groups you have funded.
5. The Trust has participated in the Show on several occasions, most recently in 2012, 2013 and 2015.
6. Should you agree to the Trust's participation, officers will register and a full report, including detailed costings will be brought to this Committee in May 2017.

### **Support for the LGBT sector**

7. You will recall the initiative delivered by the Trust in 2016, instigated by Mr Lord, to determine the funding landscape and potential support needs of London's LGBT sector. After a well-attended seminar in August 2016, jointly hosted with Trust for London, organisations were asked to identify any needs, especially those which might be more strategic. I am now pleased to report that three outline proposals have been received which are strategic in nature and which have the potential to make a significant, positive, difference to the LGBT community in London. Your officers will now assess these requests fully with the intention of bringing them to your May Committee for decision.

### **Stepping Stones Fund**

8. The Trust plans to launch the fourth round of Stepping Stones, its partnership programme with UBS, on March 20th. This is your grant scheme for charitable organisations in Greater London who want to engage with the social investment market. The programme is designed for organisations who currently find the cost barriers to market engagement too high, but who nonetheless have strong ideas that may be suitable for investment.
9. Since the Fund was launched £2.2m has been shared between 49 organisations across 20 London boroughs. The majority of awards made (£1.4m and 33 grants) have been made under the first programme strand, Building Capacity, with the second strand of Piloting Outcomes at half this

level (£631,000 and 15 awards). You have previously agreed to end the third strand for Risk Finance which has only made one award.

10. Most of the grants awarded so far fund work which is still underway. 10 organisations have completed their projects, and this accounts for a grant funding total of £368,000. Of these three have raised social investment to a total value of £16.05m, four report they have a much clearer idea of the work they need to deliver before they approach the market, and three have concluded that social investment is not for them. This latter outcome is not a sign of failure since the Stepping Stones Fund is designed to offer charities a safe space in which to examine repayable finance before they take on any sort of balance sheet liability.
11. The £500,000 previously allocated by this Committee towards Stepping Stones Round 4 will come from your 2017-18 budget. The Trust is currently seeking co-funding and is in discussion with two potential partners.

## **STRIVE**

12. At your November 2016 meeting, you approved an 18 month award to Cranfield Trust to provide capacity building services to up to 95 London-based charities between now and the start of CBT's new programmes. Cranfield Trust is a highly-regarded charity with experience of placing commercially skilled volunteers into third sector organisations for purposes of strategy, business planning, marketing, IT, HR and financial management support. Support follows a rigorous diagnostic to ensure the right volunteers are matched to the right organisations.
13. Cranfield Trust will launch its services for CBT grantees at a Livery Hall event on 9th March during which the Deputy Chairman will say a few words of welcome. Infrastructure organisations from across London have been invited to the event along with Chief Executives of around 100 front line charities – many of these are involved in the work you funded to consider the support for London's voluntary and community sector through the Way Ahead report you funded. There will be a subsequent event towards the end of the programme to celebrate the achievements of participant organisations, and Cranfield Trust's progress will be reported to subsequent Committees.

## **CBT Internal financial audit**

14. Over the course of January 2017, the City of London Corporation Internal Audit team conducted an audit review of CBT.
15. The objectives of the audit were: to assess the application and robustness of the checks undertaken, including financial stability, on grant funded applications prior to grant awards; to determine whether monitoring arrangements are providing an adequate control of grant funded organisations progress against agreed milestones; and to assess the adequacy of the processes for reporting to Committee any unusual activity.

16. Following detailed testing and discussions with the CBT team, the internal audit has reported a green rating confirming that there are robust controls in place across the piece.

### **Grants assessment – financial appraisal process review**

17. We are committed to maintaining the robust controls evidence in the internal financial audit above, but we are also committed to being customer focused and making the most efficient use of the Trust's resources. To this end, a review of the financial appraisal process has been undertaken. This has been informed by the internal audit and also the results of the grantee perceptions survey. It has been led by the Head of Charity and Social Investment Finance.
18. An initial objective set for the Head of Charity & Social Investment Finance upon joining the team was to review and develop the current financial appraisal process utilised by your Grants Officers when assessing grant applications. The key focus was to ensure that processes in place were proportionate to the risks presented and value of the grant being requested. The financial stability of a charity is key to the application process. Members require reassurance that robust due diligence processes have taken place, to enable them to feel confident in approving the grants presented to Committee.
19. This review established that over recent years the practical application of processes had grown in complexity, becoming less efficient and therefore adding to the time taken to turnaround an application. The Grants Officer is the individual that is closely involved with the applicant, gathering and assessing a wide variety of information, with financial analysis embedded within the discussions that take place. By adding a further separate layer of detailed financial assessment we have added duplication to the process, so increasing the time taken.
20. We have therefore taken the decision, in consultation with the Deputy Chamberlain, to hand back the responsibility for undertaking the initial financial assessment to your Grants Officers. Additional focus is to be placed upon those applications that meet this Committee's criteria for High Risk. These will continue to have a separate Expert Financial Review, undertaken by the Head of Charity & Social Investment Finance post the Grant Officers' assessment. All other grants recommended for approval that are £25k or above, will receive a brief review by the Head of Charity & Social Investment Finance, prior to Committee or submission to your Chairman/Deputy Chairman under delegated authority. A clear audit trail of financial reviews undertaken is now recorded within GIFTS, our grant management system.
21. To support your Grants Officers, detailed guidance notes have been produced, including the introduction of a new template to be used within grant recommendation reports presented to Committee. A training session on the latest accounting and reporting guidance issued by the Charity Commission (SORP2015) has been held, and on-going discussions are taking place as and when required. Members will note that many of the reports recommended

for your approval at this Committee include the new template, as we transition to our new risk focused approach. Members' feedback on the new template is welcomed and Karen Atkinson, the Head of Charity & Social investment Finance for the Corporation will be very pleased to answer any detailed questions on the new process.

## **Communications**

22. The Communications Strategy presented at your July Committee listed four key audience groups that the Trust would be targeting through its different communications channels.
23. Appendix 1 reports communications activity against each of the key audiences.
24. Appendix 2 provides a detailed breakdown of the media activity supporting delivery of your Communication's Strategy.

## **Human Resources Team Update**

25. Since the last Committee the Trust has said goodbye to Simrat Kaur-Gupta one of the Trust's administrative officers. Simrat was an excellent team member and made a valuable contribution to the team and we all wish her well in her new role as a Communications Officer with the Metropolitan police. Marek Habrda who was on a short-term temporary contract has agreed to extend his time to cover this work whilst the new strategy is finalised and the resource needs are considered across the Trust.

## **Strategic Review Update**

26. Following your consideration of the first draft of the Trust's 2018-2023 funding strategy, it has been published on the Trust's website inviting comment and critique. Your Chief Grants Officer and your Head of Strategic Review have been discussing the draft strategy with senior colleagues within the City of London Corporation (CoLC) and wider CoLC staff teams are being engaged through an internal communications campaign. Members are being consulted on the draft strategy through a Members' Breakfast scheduled for 7 March 2017, and individual meetings when requested.
27. Externally, 9 Focus Groups have been scheduled for March 2017, to discuss our next strategy. Links have also been made with Citizens UK and others to consider how to test the strategy, and the language in particular, with Londoners directly.
28. Two further pieces of research commissioned for the review are now on the Trust's website and summaries are provided below. A third piece of research on funder best practice will be published in the next fortnight

## **Social Investment Scoping Report, Eva Varga**

29. This report was commissioned to explore CBT's options around social investment (SI), as part of its next funding strategy for 2018 to 2023.
30. The report confirms the UK Government's on-going commitment to SI as an alternative form of finance for civil society organisations delivering social benefit, to mitigate against the continued significant reductions in public sector spending in times of increasing social need. There has been sustained growth of the SI market, and a nuanced understanding of SI within civil society, due to the work of independent funders like CBT, philanthropists, public sector commissioners and non-departmental public bodies such as Big Society Capital. CBT is encouraged to continue influencing the SI market, through its links to the City of London Corporation (CoLC).
31. The report concludes that CBT has developed extensive practical experience and learning of delivering within the SI market, through its current SI offer. It recognises that the Stepping Stones Fund has offered an effective capacity building tool for organisations to access, and has been enhanced by private sector investors such as UBS collaborating with CBT on it. The report supports continued investment into SI capacity building support for civil society organisations, and encourages CBT to raise more awareness of Stepping Stones in order to generate a higher volume of eligible applications, which will increase the number of projects resulting in SI deals. The report recommends CBT continue delivering its existing SI programmes with the CoLC, whilst also forming new partnerships with private sector organisations and London Boroughs.
32. The report outlines a new financing facility option for CBT to consider delivering, aimed at supporting small organisations. The tool is described as a bridge between the Stepping Stones Fund and the SI Fund, and entails offering small investments in the £25k-£100k range, as well as offering repayable finance and blended finance models. This new facility would be aimed at funding smaller and riskier deals more flexibly.

## **CBT Market Scoping Exercise, by Collaborate CIC**

33. Through an appreciative inquiry approach, involving internal and external stakeholders and primary and secondary resources, this report provided CBT with an independent analysis of its current work and approaches. The report assessed how a member of the public would interpret CBT and its work, and how CBT is perceived by a range of different stakeholders including grantees, other funders, the CoLC, and local authorities.
34. The research identifies CBT's key assets, from an external perspective as: an established, historical brand; strong, powerful values (i.e. inclusive, transparent, trust worthy and humble); a seat at the heart of London; Organisational expertise and knowledge; involved, values driven staff; independence; connections, relationships and networks; and its multifaceted approach.

35. As London's largest independent funder, the report identified that CBT had a responsibility to distribute funds effectively and responsibly; to lead and model values and behaviour; to hold the knowledge of London's needs; and to connect organisations across and within sectors to fill gaps in addressing said needs.
36. In total, six recommendations were made in the report, which can be summarised as:

ASSET MANAGEMENT	Leveraging existing assets to develop influence and leadership, and effectively communicate London needs
COLLABORATION	Increasing collaboration within sectors and across sectors, involving key London stakeholders
PROGRAMMES OF WORK	Aligning funding streams around issues and needs
GRANTMAKING	Removing barriers to accessing timely funding and other non-monetary support
KNOWLEDGE AND LEARNING	Collating and analysing knowledge and expertise around London's need for more effective funding and service provision
LEADERSHIP AND INFLUENCE	Leading and influencing London and its actors around an inclusive vision for a fairer city

### Grant Applications Summary

37. Your meeting today will consider 66 applications - 65 under your Investing in Londoners programmes (inclusive of one grant under your Partnership Programme) and 1 under your 20<sup>th</sup> Anniversary Employability strand. There are 22 grant recommendations in today's papers as well as 6 awards to be noted as approved by delegated authority. The total recommended sum is £2,865,025. If all recommendations are approved you will have spent 98% of your Investing in Londoners core grants budget for 2016/17 (including additional funds). The implications of today's recommendations are shown in Table 1 against the grants budget for 2016/17. Of the £295,706 remaining it is proposed that £145,300 will be needed for grant applications to be approved under the Delegated Authority process before 31<sup>st</sup> March 2017, leaving an uncommitted balance of £150,406.
38. Your 2016/17 grants budget was increased by £4,000,000 at the Court of Common Council in July 2015. Table 1 shows how this has been allocated to the core grants budget and additional funding schemes.

**Table 1: Overall spend against 2016/17 budget**

	Grants budget	Grants spend	Pending applications	% spend of annual budget
<b>Core 2016/17 Investing in Londoners grants budget</b>				
Original Grants Budget	£15,000,000			
20th anniversary budget uplift (20%)	£800,000			
Write-Backs & Revocations	£1,107,801			
2015/16 overspend	(£540,000)			
UBS contribution	£200,000			
<b>Total Budget Available</b>	<b>£16,567,801</b>			
<b>Previous Committee meetings:</b>				
May 2016		£3,312,925		20%
July 2016		£1,810,650		11%
September 2016		£2,485,167		15%
November 2016		£4,317,244		26%
January 2017		£1,546,084		9%
<b>Sub-total approved spend</b>		<b>£13,472,070</b>		<b>81%</b>
<b>Remaining budget</b>	<b>£3,095,731</b>			
<b>Today's recommendations:</b>				
March 2017		£2,800,025		17%
<b>Total annual spend</b>		<b>£16,272,095</b>		<b>98%</b>
<b>Remaining budget</b>	<b>£295,706</b>			
<b>Proposed use of remaining budget:</b>				
Submitted applications - under delegated authority			£145,300	
Uncommitted balance			£150,406	
			<b>£295,706</b>	
<b>Summary</b>				
<b>Grants committed</b>		£13,472,070		81%
<b>Grants recommended</b>		£2,800,025		17%
<b>Balance remaining</b>	<b>£295,706</b>			2%



(Table 1 Ctd)

<b>Additional funding streams</b>				
	<b>Grants budget</b>	<b>Grants spend</b>	<b>Pending applications</b>	<b>% spend of annual budget</b>
<b>Anniversary programme: employability (20th anniversary budget uplift - 40%)</b>				
2016/17 budget	£1,600,000			
2015/16 carry forward	£1,200,000			
<b>Total budget available</b>	<b>£2,800,000</b>			
Spend at previous meetings		£0		0%
Recommended spend today		£65,000		2%
<b>Total spend</b>		<b>£65,000</b>		<b>2%</b>
<b>Remaining budget</b>	<b>£2,735,000</b>			<b>98%</b>
<b>Proposed use of remaining budget</b>				
Submitted applications - under assessment		£0		0%
Remaining budget for designation to approved employability programmes	£2,735,000			100%
<b>Summary</b>				
<b>Grants committed</b>		£0		0%
<b>Grants recommended</b>		£65,000		2%
<b>Balance remaining</b>	<b>£2,735,000</b>			<b>98%</b>

<b>Anniversary programme: infrastructure support (20th anniversary budget uplift - 40%)</b>				
2016/17 budget	£1,600,000			
2015/16 carry forward	£850,000			
<b>Total budget available</b>	<b>£2,450,000</b>			
Spend at previous meetings		£0		0%
Recommended spend today		£0		0%
<b>Total spend</b>		<b>£0</b>		<b>0%</b>
<b>Remaining budget</b>	<b>£2,450,000</b>			<b>100%</b>
<b>Proposed use of remaining budget</b>				
Submitted applications - under delegated authority			£736,857	30%
Remaining budget for designation to approved infrastructure support programme - The Way Ahead			£1,713,143	70%
<b>Summary</b>				
<b>Grants committed</b>		£0		0%
<b>Grants recommended</b>		£0		0%
<b>Balance remaining</b>	<b>£2,450,000</b>			<b>100%</b>

<b>Annual funding for Prince's Trust funding (agreed Oct 14)</b>				
2016/17 budget	£1,000,000			
Grants approved		£1,000,000		
Balance remaining	£0			
<b>Summary</b>				
<b>Grants committed</b>		£1,000,000		100%
<b>Grants recommended</b>		£0		0%
<b>Balance remaining</b>	<b>£0</b>	<b>£0</b>		<b>0%</b>

<b>Overall Grant Summary</b>				
<b>Grants committed</b>		£14,472,070		63%
<b>Grants recommended</b>		£2,865,025		13%
<b>Balance remaining</b>	<b>£5,480,706</b>			<b>24%</b>
<b>Total</b>	<b>£22,817,801</b>			<b>100%</b>

39. The total of grants currently under the on-going management of your Grants Officers is shown in Table 2. Prior to the approvals recommended for this Committee, the total sum for grants currently being managed is £27.8m. Should the Committee approve the applications proposed at today's Committee; this balance will rise to £30.6m.

**Table 2:  
Grant commitments under management as at 28th February 2017**

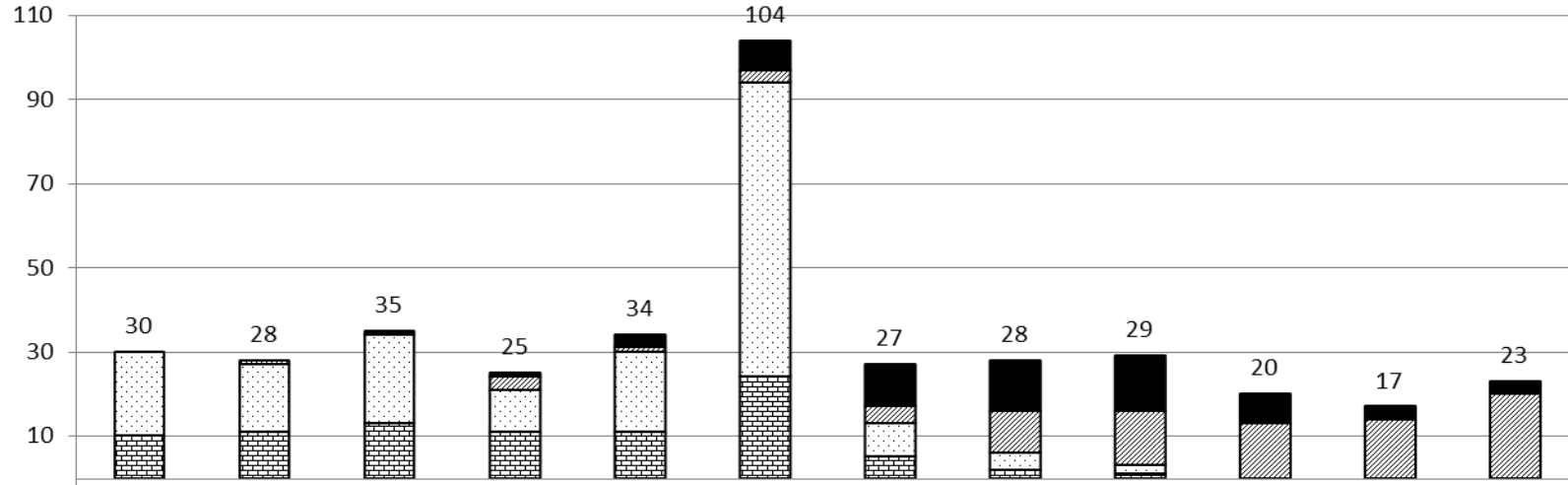
<b>Table for 2016/17 year-to-date</b>	<b>£</b>	<b>£</b>
Prior year grant commitments brought-forward as at 31 March 2016		
- due to be paid out in < 1 year	25,200,000	
- due to be paid out in > 1 year	<u>3,600,000</u>	28,800,000
Grant awarded in 2016/17	15,472,070	
Grant write-backs in 2016/17	<u>(1,107,801)</u>	14,364,269
Payments made in 2016/17 to Grantees		(15,407,128)
<b>Current grant commitments as at 28<sup>th</sup> February 2017</b>		<b><u><u>27,757,141</u></u></b>

40. Table 3 below shows the grant awards you have made this financial year under Investing in Londoners and today's recommendations by programme.

<b>Table 3: Investing in Londoners awards and recommendations by programme</b>								
<b>Fund/Program</b>	<b>Number of grants</b>				<b>Value of grants</b>			
	<b>Year to date</b>	<b>Today's meeting</b>	<b>Total</b>	<b>% total grants</b>	<b>Year to date</b>	<b>Today's meeting</b>	<b>Total</b>	<b>% total value</b>
English for Speakers of Other Languages	6	2	8	4%	£476,000	£30,125	£506,125	3%
Improving Londoners' Mental Health	19	1	20	10%	£2,276,330	£27,300	£2,303,630	14%
Improving London's Environment	7	0	7	3%	£446,040	£0	£446,040	3%
Making London More Inclusive	23	5	28	14%	£1,836,380	£464,700	£2,301,080	14%
Making London Safer	3	0	3	1%	£422,560	£0	£422,560	3%
Older Londoners	18	7	25	12%	£1,711,720	£619,400	£2,331,120	14%
Partnership: Hardship Fund	0	1	1	0%	£0	£350,000	£350,000	2%
Partnership: London Youth Quality	1	0	1	0%	£150,000	£0	£150,000	1%
Reducing Poverty	15	4	19	9%	£1,706,050	£384,800	£2,090,850	13%
Resettlement & Rehabilitation of Offenders	7	0	7	3%	£767,884	£0	£767,884	5%
Stepping Stones	17	0	17	8%	£700,000	£0	£700,000	4%
Strengthening London's Voluntary Sector	10	2	12	6%	£992,270	£265,700	£1,257,970	8%
Strategic Initiatives	31	4	35	17%	£1,944,772	£655,000	£2,599,772	16%
Eco-audits	9	1	10	5%	£23,800	£3,000	£26,800	0%
Access Audits	8	0	8	4%	£18,264	£0	£18,264	0%
<b>Grand total</b>	<b>174</b>	<b>27</b>	<b>201</b>	<b>100%</b>	<b>£13,472,070</b>	<b>£2,800,025</b>	<b>£16,272,095</b>	<b>100%</b>

41. Chart 1 shows the flow of applications received over the last year and action taken, allowing any seasonal variations to be seen. This excludes Strategic Initiatives as they are usually solicited rather than open programmes. (Please note that the application received in April 2016 was for an eco-audit and has been approved under delegated authority after these tables were compiled.)

**Chart 1: Applications received and action taken between  
1st March 2016 and 28 Feb 2017**



	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb
	2016						2017					
Grand Total	30	28	35	25	34	104	27	28	29	20	17	23
Today's meeting	0	0	1	1	3	7	10	12	13	7	3	3
Pending	0	1	0	3	1	3	4	10	13	13	14	20
Declined	20	16	21	10	19	70	8	4	2	0	0	0
Approved	10	11	13	11	11	24	5	2	1	0	0	0

Approved
  Declined
  Pending
  Today's meeting

42. Between 1<sup>st</sup> March 2016 and 28 February 2017, 400 applications were received for the Investing in Londoners programmes. 92 applications have been approved and 177 declined (the remainder are pending). The spike in applications seen in August 2016 is due to the closing date for rounds of the Stepping Stones Fund. Otherwise applications are fairly evenly spread across the year, which is comparable to previous.
43. Officers are asking you to consider 66 requests for funding (including Strategic Initiatives) at this meeting. Of these, 22 are recommended for a grant and 6 are reported at this meeting as having been approved under the scheme of delegations. A further 31 are recommended for rejection. 6 applications have been withdrawn by applicants and 1 has been lapsed following several unsuccessful attempts by officers for further information (see Table 4).

**Table 4: Action to be taken on applications today**

<b>Action to be taken</b>	<b>Number</b>	<b>Amount</b>
Applications recommended for grant to Committee	21	£2,684,600
Funding approved by delegated authority up to £10,000 (to note)	3	£9,664
Funding approved by delegated authority from £10,001 - £25,000 (to note)	0	0
Funding approved by delegated authority from £25,001 - £50,000 (to note)	3	£105,761
Applications recommended for rejection	31	n/a
Withdrawn applications (to note)	6	n/a
Applications lapsed (to note)	1	n/a
<b>Total Investing in Londoners applications</b>	<b>65</b>	<b>£2,800,025</b>
<b>Anniversary Programme: Employability Recommended for grant to Committee</b>	<b>1</b>	<b>£65,000</b>

**Appendix 1:** Key Audience Groups

**Appendix 2:** Media Coverage table

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## Appendix 1: Key Audience Groups

Audience	Face to face	Online and Printed Media channels	Online content	Direct Marketing
Londoners	<ul style="list-style-type: none"> <li>Examples of Officer and Member interactions with Londoners can be found in the Events table report. It is proposed that the Events Table and Media table be consolidated into this table.</li> </ul>	<ul style="list-style-type: none"> <li>Barking and Dagenham Yellow advertiser</li> <li>Barnet and Potters Bar Times</li> <li>Borehamwood and Elstree Times</li> <li>Brent and Kilburn Times</li> <li>City AM</li> <li>City Matters</li> <li>Docklands and East London Advertiser</li> <li>East London Advertiser</li> <li>Enfield Independent</li> <li>Essex Enquirer</li> <li>Evening Standard</li> <li>Greenwich Mercury</li> <li>Hackney Citizen</li> <li>Hackney Gazette</li> <li>Ham &amp; High</li> <li>Havering Yellow Advertiser</li> </ul>	<ul style="list-style-type: none"> <li>CBT Twitter (4,055 followers. 66k impressions* between 11/1/17 &amp; 28/2/17)</li> <li>CBT Website (1,765 users between 11/1/17 &amp; 28/2/17)</li> </ul>	None to report

Audience	Face to face	Online and Printed Media channels	Online content	Direct Marketing
		<ul style="list-style-type: none"> <li>• Inside Time</li> <li>• Jewish News</li> <li>• KCW Today</li> <li>• Kensington and Chelsea Times</li> <li>• London Bulletin</li> <li>• London News Online</li> <li>• Potters Bar Today</li> <li>• Romford Recorder</li> <li>• Southwark News</li> <li>• The Docklands and East London Advertiser</li> <li>• The Evening Standard</li> <li>• The Jewish Chronicle</li> <li>• Tottenham and Wood Green Independent</li> </ul>		
Regulators & politicians	<ul style="list-style-type: none"> <li>• Parliamentary Round table with Baroness Thomas of Winchester</li> <li>• First annual lecture of the London Fairness Commission, given by Deputy Mayor Matthew Ryder.</li> </ul>	<ul style="list-style-type: none"> <li>• Air Quality News</li> <li>• Energy Live News</li> </ul>	None to report	None to report
Immediate stakeholders**	<ul style="list-style-type: none"> <li>• Cass Business School</li> <li>• Southwark CAB</li> </ul>	<ul style="list-style-type: none"> <li>• City AM</li> <li>• City Matters</li> </ul>	<ul style="list-style-type: none"> <li>• News item on the CoL intranet and</li> </ul>	None to report

Audience	Face to face	Online and Printed Media channels	Online content	Direct Marketing
	<ul style="list-style-type: none"> <li>• Only Connect</li> <li>• London Youth</li> <li>• Bikeworks</li> <li>• Prince's Trust</li> <li>• Child Bereavement UK</li> </ul>		e-bulletin. <ul style="list-style-type: none"> <li>• Regular updates in the Members' Briefing.</li> </ul>	
Other funders, policy makers & key commentators	<ul style="list-style-type: none"> <li>• Association of Charitable Funders</li> <li>• London Funders</li> <li>• Trust for London</li> <li>• Partnership for Young London`</li> <li>• Institute for Voluntary Action Research</li> <li>• Social Mobility Commission</li> <li>• BBC Children in Need</li> </ul>	<ul style="list-style-type: none"> <li>• Air Quality News</li> <li>• Alliance Magazine</li> <li>• Better Society</li> <li>• Blue and Green Tomorrow</li> <li>• Business Green</li> <li>• Charity Times</li> <li>• Charity Today</li> <li>• Civil Society</li> <li>• Energy Live News</li> <li>• Hearing Times</li> <li>• Mental Health Today</li> <li>• Mi-Pro</li> </ul>	None to report	None to report

\* 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

Organisation	Publication	Readership/ Frequency	Detail	Coverage	Date	Weblink
Living Streets	Barking and Dagenham Yellow advertiser	80,000 weekly	City Bridge Trust is referenced in the <i>Barking and Dagenham Advertiser</i> over a grant given to Living Streets aimed at supporting the elderly in Redbridge and Enfield.	Regional-Barking and Dagenham	20/12	<a href="#">Barking and Dagenham Advertiser [viewable internally only]</a>
Rehabilitation for Addicted Prisoners Trust	The London Bulletin	15,000	The London Bulletin runs a story on the £123,000 grant given to RApT for their programme helping people recovering from addictions on their release from prison.	Online national news	20/12	<a href="#">London Bulletin</a>
City Philanthropy	City Am Giving Magazine	91,372	The City of London Corporation's City Bridge Trust was reported in <a href="#">City AM</a>	London	20/12	<a href="#">City AM [viewable internally]</a>

Organisation	Publication	Readership/ Frequency	Detail	Coverage	Date	Weblink
			for its philanthropic work in the City.			
Place2Be	Brent and Kilburn Times	14,989 weekly	Brent and Kilburn Times reports on the CBT grant given to children's mental health charity Place2Be for their expansion in Brent and Ealing schools.	Regional-Brent and Kilburn and in print	21/12	<a href="#">Brent and Kilburn Times</a>
Place2Be	London Bulletin	15,000	The London Bulletin reports on the CBT grant given to children's mental health charity Place2Be for their expansion in Brent and Ealing schools.	National online news	21/12	<a href="#">London Bulletin</a>
Living Streets	Havering Yellow Advertiser	80,000	The <i>Havering Yellow Advertiser</i> report that Living Streets, a walking project designed to help older people get fitter, received	Regional-Havering	22/12	<a href="#">Havering Yellow Advertiser.</a> (Viewable internally only)

Organisation	Publication	Readership/ Frequency	Detail	Coverage	Date	Weblink
			an £85,900 grant from City Bridge Trust.			
Rehabilitation for Addicted Prisoners Trust	Hackney Gazette	2,148 weekly	The London Bulletin runs a story on the £123,000 grant given to RApT for their programme helping people recovering from addictions on their release from prison.	North East London	22/12	<a href="#">Hackney Gazette.</a>
Rehabilitation for Addicted Prisoners Trust	The Docklands and East London Advertiser	6,885 weekly	The London Bulletin runs a story on the £123,000 grant given to RApT for their programme helping people recovering from addictions on their release from prison.	East London	22/12	<a href="#">The Docklands and East London Advertiser</a>
The Wallace Collection	KCW Today	25,000 weekly	KCW Today runs an article about a recent £66,000 City	Kensington, Westminster and Chelsea	22/12	<a href="#">Kensington, Chelsea and Westminster Today</a>

Organisation	Publication	Readership/ Frequency	Detail	Coverage	Date	Weblink
			Bridge Trust grant to the Wallace Collection, a charity using the funds to bring art 'out of the frame' and into the homes of the elderly.			
Various	The London Bulletin	15,000	The City of London Corporation has given two grants totalling £45,000 to international disaster appeals in Nigeria and Yemen.	National news online	23/12	<a href="#">The London Bulletin</a>
Place2Be	Brent and Kilburn Times	14,989 weekly	<i>Brent and Kilburn Times</i> runs a story on a new grant given by City Bridge Trust to support school children in Brent suffering with mental health issues	Regional	30/12/16	<a href="#">Brent and Kilburn Times</a> . [Viewable internally only]
Jewish Deaf Association	Barnet and Potters Bar	23,333 weekly	<i>Barnet and Potters Bar Times</i> online	Regional – Barnet and	03/01/17	<a href="#">Barnet and Potters Bar Times</a>

Organisation	Publication	Readership/ Frequency	Detail	Coverage	Date	Weblink
	Times		runs a story on the City Bridge Trust grant to the Jewish Deaf association for their ageing well together project.	Potters Bar		
Various/ homelessnes s	Evening Standard	858,504 daily	Alderman Alison Gowman, chairman of City Bridge Trust, writes in the <i>Evening Standard</i> to remind its readers about the independent charitable giver's aims and encourages them to donate to the paper's homelessness appeal.	London	03/01	<a href="#">Evening Standard</a>
Jewish Deaf Association	Charity Today	-	Alderman Alison Gowman, chairman of City Bridge Trust, is quoted in Charity Today in an article about a £180,000	National online trade	04/01	<a href="#">Charity Today</a>

Organisation	Publication	Readership/ Frequency	Detail	Coverage	Date	Weblink
			City Bridge Trust grant to the Jewish Deaf Association.			
Jewish Deaf Association	Borehamwood and Elstree Times	8721 weekly	Alderman Alison Gowman, chairman of City Bridge Trust, is quoted in the <i>Borehamwood and Elstree Times</i> in an article about a £180,000 City Bridge Trust grant to the Jewish Deaf Association.	Regional	04/01	<a href="#"><u>Borehamwood and Elstree Times</u></a>
Jewish Deaf Association	Potters Bar Today	23,000 weekly	Alderman Alison Gowman, chairman of City Bridge Trust, is quoted in <i>Potters Bar Today</i> in an article about a £180,000 City Bridge Trust grant to the Jewish Deaf Association.	Regional	05/01	<a href="#"><u>Potters Bar Today</u></a>
Somerset House Trust	KCW Today	25,000 weekly	Kcw Today (Kensington, Chelsea and	Regional	05/01	<a href="#"><u>Kcwtoday</u></a>

Organisation	Publication	Readership/ Frequency	Detail	Coverage	Date	Weblink
			Westminster) reports that Somerset House Trust has been awarded a grant of £91,000 by City Bridge Trust to help fund <i>Edible Utopia</i> , which promotes biodiversity by educating Londoners on locally grown produce and growing their own organic food			
4in10 network	The Evening Standard	858,504 daily	City Bridge Trust is mentioned in an article in the Evening Standard where a charity it funds, the 4in10 network, has made a call to use empty buildings above Tube stations for nurseries.	London	05/01	<a href="#">Evening Standard</a>

Organisation	Publication	Readership/ Frequency	Detail	Coverage	Date	Weblink
The Jewish Deaf Association	The Jewish Chronicle	6,000 weekly	<i>The Jewish Chronicle</i> runs an article on the City Bridge Grant given to the Jewish Deaf Association, based in Barnet, to develop their services for the elderly	London and the south East	06/01	<a href="#">The Jewish Chronicle</a>
The Jewish Deaf Association	Jewish News	28,400 weekly	<i>Jewish News Online</i> , runs an article on a grant given to the Jewish Deaf Association, based in Barnet, to develop their services for the elderly.	National trade	09/01	<a href="#">Jewish News</a>
The Jewish Deaf Association	Ham & High	2,400 weekly	Coverage of the City Bridge Trust grant awarded to the Jewish Deaf Association	Regional	10/01	<a href="#">Ham &amp; High</a>
RapT	East London Advertiser	6,885 weekly	The Rehabilitation for Addicted Prisoners Trust has	Regional	10/01	<a href="#">East London Advertiser</a>



Organisation	Publication	Readership/ Frequency	Detail	Coverage	Date	Weblink
			been given a grant by City Bridge Trust to expand the service for ex-offenders with a support worker to help people recovering from addictions			
The Jewish Deaf Association	Hearing Times	23,000	Hearing Times runs an article on a grant given to the Jewish Deaf Association, based in Barnet, to develop their services for the elderly.	National trade	11/01	<a href="#">Hearing Times ( Link unavailable)</a>
The Jewish Deaf Association	Enfield Independent	50,714	<i>Enfield Independent</i> , runs an article on a grant given to the Jewish Deaf Association, based in Barnet, to develop their services for the elderly.	Regional	12/01	<a href="#">Enfield Independent</a>

Organisation	Publication	Readership/ Frequency	Detail	Coverage	Date	Weblink
ClientEarth	London Bulletin	15,000	Coverage of the 100k City Bridge Trust grant given to Environmental Law firm Client Earth for a new business engagement project to improve London's air quality.	Regional	13/01	<a href="#">London Bulletin</a>
ClientEarth	Blue and Green Tomorrow	15,000	Coverage of the 100k City Bridge Trust grant given to Environmental Law firm Client Earth for a new business engagement project to improve London's air quality.	National trade	13/01	<a href="#">Blue and Green Tomorrow</a>
ClientEarth	Air Quality News	10,000	Coverage of the 100k City Bridge Trust grant given to Environmental Law firm Client Earth for a new business engagement project	National trade	13/01	<a href="#">Air Quality News</a>

Organisation	Publication	Readership/ Frequency	Detail	Coverage	Date	Weblink
			to improve London's air quality.			
ClientEarth	Hackney Citizen	30,000	Coverage of the 100k City Bridge Trust grant given to Environmental Law firm Client Earth for a new business engagement project to improve London's air quality.	Regional	16/01	<a href="#">Hackney Citizen</a>
Jewish Deaf Association	Tottenham and Wood Green Independent	18,154	Coverage of the grant given to the Jewish Deaf Association, based in Barnet, to develop their services for the elderly.	Regional	16/01	<a href="#">The Tottenham and Wood Green Independent</a>
ClientEarth	Business Green	250,000	Coverage of the 100k City Bridge Trust grant given to Environmental Law firm Client Earth for a new business	National trade	16/01	<a href="#">Business Green</a>

Organisation	Publication	Readership/ Frequency	Detail	Coverage	Date	Weblink
			engagement project to improve London's air quality.			
XChild Bereavement UK	Look to the Stars	-	Coverage in <i>Look To The Stars</i> of the Duke and Duchess of Cambridge's visit to the Child Bereavement Unit in Newham- which is City Bridge Trust funded.	National	16/01	<a href="#">Look To The Stars</a>
Various grants	City Matters	15,000	The Corporation's charitable giver, City Bridge Trust, has provided £91,000 to back a project to promote biodiversity in London, <i>City Matters</i> reports.	London wide	19/01	<a href="#">City Matters</a>
City Bridge Trust	City Matters	15,000	A <i>City Matters</i> article features plans for the next five years outlined by the director of	London wide	19/01	<a href="#">City Matters</a>

Organisation	Publication	Readership/ Frequency	Detail	Coverage	Date	Weblink
			the City Bridge Trust, David Farnsworth. Detailing the Trust's work in social investment, research and philanthropic support.			
RApT	Docklands and East London Advertiser	6,885	<a href="#"><u>The Docklands and East London Advertiser</u></a> reports on the City of London Corporation's City Bridge Trust donating funds to help addicts escape crime and drug abuse.	Regional	19/01	<a href="#"><u>The Docklands and East London Advertiser</u></a>
Various	Southwark News	13,000	The City Bridge Trust is referenced in an article in <i>Southwark News</i> on charitable funders.	Regional	20/01	<a href="#"><u>Southwark News</u></a>

Organisation	Publication	Readership/ Frequency	Detail	Coverage	Date	Weblink
City Philanthropy	Voice of Islam Radio London	-	Cheryl Chapman, Director of City Philanthropy, which is funded by City Bridge Trust, was interviewed on <i>Voice of Islam Radio London</i> about the recent trend of philanthropy, and philanthropy in the City.	London	23/01	<a href="#">Voice of Islam Radio London</a>
CBT grants	Charity Times	30,000	City Bridge Trust is referenced in an article by <i>Charity Times</i> about its award this month of nearly £1.55m in grants to 17 charities and organisations tackling inequality and disadvantage across London	National Trade	24/01	<a href="#">Charity Times</a>
Upper Room	The London Bulletin	15,000	<i>The London Bulletin</i> features a	London	24/01	<a href="#">London Bulletin</a>

Organisation	Publication	Readership/ Frequency	Detail	Coverage	Date	Weblink
			story on the City Bridge Trust grant to charity Upper Room for their project teaching ex-offenders to drive.			
ClientEarth	Better Society	14,000	Coverage of the 100k City Bridge Trust grant given to Environmental Law firm Client Earth for a new business engagement project to improve London's air quality.	National trade	24/01	<a href="#">Better Society</a>
SSAFA	Charity Today	50,000	<i>Charity Today</i> report about a City Bridge Trust grant of £102,000 to the Soldiers, Sailors, Airmen and Families Association to support women in the military community escape	National trade	25/01	<a href="#">Charity Today</a>

Organisation	Publication	Readership/ Frequency	Detail	Coverage	Date	Weblink
			domestic violence.			
Young Carers/various	London Live	262,000	David Farnsworth, Director of City Bridge Trust, is interviewed by <i>London Live</i> to discuss the organisation's work to coincide with yesterday's Young Carers Awareness Day.	National	26/01	<a href="#">London Live</a>