

Committee: City Bridge Trust	Dated: 20 th September 2017
Subject: Progress Report	Public
Report of: Chief Grants Officer	For Information

Summary

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

- Strategic Review Implementation
- The Divide event at The Charterhouse
- Stepping Stones Fund
- Bridge to Work – official launch
- London Emergencies Trust
- Trusts and Foundations (GOLD Command).
- Members' away day
- Central Grants Programme
- Wembley National Stadium Trust
- Human Resources

Recommendation

- a) That the report be noted.

Main Report

Introduction

1. You will recall that you have agreed that each of the City Bridge Trust (CBT) Committee Meetings will begin with a presentation on a particular aspect of the work you support. Today's speakers are Caroline Fraser (Head of Grants and Projects) and Marne Beukes-Collins (Grants and Project Manager) from Landaid, the property industry charity. Landaid brokers free professional property advice for charities supporting children/disadvantaged young people enabling them to better manage, maintain and improve their premises and services. Your three year grant goes towards the costs of Landaid's Pro Bono Manager.
2. My Friday visits to funded organisations continue and provide such valuable insight into some of the extraordinary work you fund (as ever, you are very welcome to join me). Most recently Deputy Chairman Dhruv Patel and I visited

RaPT (The Rehabilitation for Addicted Prisoners Trust). Your grant supports a Recovery Support Worker at their Recovery Hub in London, providing support to recovering addicts upon their release from prison. We were impressed by the social enterprise café and the group support session we participated in.

Development of the Strategic Review Implementation Delivery Plan

3. A cross-team staff group has been established in order to develop the delivery plan for your Strategic Review 2018-2023, Bridging Divides and oversee its implementation. This 'core group' comprises Tim Wilson, Scott Nixon, Marek Habrda, Geraldine Page, Shegufta Rahman and Jenny Field. It has been kept deliberately small in the interests of efficiency. However, members of the whole staff team will be engaged with the implementation plan and will be assigned to specific tasks.
4. Regular updates will be provided to the Committee. In addition, a cross-departmental 'task and finish' group will be established to consider how the City of London Corporation can be the most effective trustee of Bridge House Estates, and to consider the ways in which its assets can be used to support CBT to implement its next strategy.
5. A tender for the Learning & Evaluation partner has been drawn up by Tim Wilson, in consultation with the Chairman and Deputy Chairman, the CBT staff team and other trusts and foundations. It is currently going through the City of London Corporation's procurement process.
6. By 'Funder Plus', we mean additional support that is offered to organisations funded by the Trust over and above cash grants, such as (but not exclusively) help with organisational development support; investment readiness support; governance support. A good example of this is your grant to the Cranfield Trust. You awarded a grant of £205,100 over 18 months in November 2016 to enable up to 95 CBT grantees to receive management consultancy support, plus access for all CBT grantees to its online human resources information and advice helpline. The implementation of the Strategic Review provides an opportunity to review CBT's current funder-plus offer and improve it.
7. One of our ambitions for 'Funder-Plus' is to draw on the considerable talent that lies within the City of London Corporation's workforce for the benefit of CBT funded organisations, as well as the sector more widely. Discussions have begun with Lloyds Bank Foundation which has developed an impressive, well-established model with its senior banking staff, in order to learn from its experience and to avoid re-inventing wheels.
8. It will be important that your revised Funder-Plus offer also complements your wider work supporting civil society infrastructure support in London, through the development of your Cornerstone Fund, the implementation of The Way Ahead and the establishment of the London Hub, as well as your current Strengthening the Voluntary Sector strand of your Investing in Londoners

programmes. (A report recommending funding to help establish the London Hub can be found elsewhere in your papers today).

9. An implementation plan and overview for the Bridging Divides Strategy can be found at Appendix 1.

The Divide event at The Charterhouse

10. On the evening of the 24th July 2017 a joint event with Trust for London was held at The Charterhouse (a recently refurbished historic building in the City for which you provided funding toward disability access works).
11. This event was an opportunity for both the Trust and Trust for London to thank those that have been involved in their respective Strategic Reviews and introduce their Funding Strategies for the next five years. The evening also included a screening of clips from The Divide, a documentary film highlighting social inequalities through the story of seven individuals in the UK and US. These clips were presented by the film's Director Katharine Round, and Executive Producer, Christopher Hird.
12. Following the screening, Chairman Alison Gowman chaired a panel discussion with the film-makers, along with your Chief Grants Officer & Bharat Meta, CEO of Trust for London. This was followed by a networking reception which allowed the discussion to continue.

Stepping Stones Fund

13. Representatives from City Bridge Trust and UBS met on 8th September to review funding proposals for the fourth round of the Stepping Stones Fund. This programme is a social investment readiness scheme designed to encourage more of London's charities and social enterprises to examine how repayable finance might support their work. This round received 56 initial applications with a total value of £2.5m. This was an equivalent number of applications to the previous round, but a slightly lower ask since we discontinued the high-value risk finance strand of this programme. Stepping Stones has a two-stage application process, and officers work to eliminate all applicants who are unlikely to receive a grant as soon as possible so they are saved the time of a detailed proposal which would ultimately result in a rejection. 25 applicants were shortlisted, three of whom withdrew before deadline. UBS generously offered these organisations technical support with their proposals, and there followed 22 panel interviews at the bank in late July.
14. We made 16 funding recommendations to the panel on 8th September at a total value of £617,000. This is higher than the original £550,000 allocation due to the write back and revocation of Stepping Stones grants awarded in previous rounds to Communities into Training and Employment and the Mayor's Fund for London. Feedback has been offered to all unsuccessful applicants (including those who were rejected at the first application stage), with the majority taking advantage of this opportunity. Awards in this round

covered a fascinating range of projects from up-cycling furniture, to the provision of discounted residential housing to a hospital admission avoidance programme for older people. Your meeting heard recently from the Bike Project, and we may invite another Stepping Stones grantee to speak to you about their work soon.

15. With comparable schemes such as Big Potential coming to an end, City Bridge Trust is in a unique position to support market readiness and we are likely to come to Committee with a proposal to run a further round in 2018.

Bridge to Work – official launch

16. I am very pleased to confirm that a date has been set for an event to mark the official launch of your £3.3m *Bridge to Work* programme – supporting disabled young Londoners into and in employment.
17. You agreed the overall objectives and principal components of this programme earlier this year; as well as funding to a number of specific charities, all of which have recently started their projects. One element – a bursary scheme to support paid internships/work experience – was awaiting confirmation of how it would be delivered but, as a report elsewhere in these papers will highlight, this is now close to completion.
18. The launch will be held on Thursday 19th October between 12 noon and 1.30pm. Thanks to our consultant project manager, James Lee, we have been given permission to hold the event in the State Rooms of The Speaker's House in Westminster. The Speaker is expected to be present for part of the event.
19. It is our intention to focus invitations on the business sector, to encourage their involvement in *Bridge to Work* and to inform them of the support available to them as potential and actual employers. The bursary element – which will be of particular interest to them – will be officially announced on the day.

London Emergencies Trust (LET)

20. LET continues to operate for the Grenfell Tower disaster on the basis of up to 100 deceased and so far from the £4.8m they have received for distribution £2m has been paid out with the remainder earmarked for payment to cases they expect to emerge over the next weeks and months.
21. LET is currently in discussion with the British Red Cross with regards to taking on future distribution of funds they have raised via the London Fire Relief Fund.
22. Payments also continue to be made to those affected by the three terrorist incidents in London (Westminster, Finsbury Park and London Bridge). The first two named are all but complete, with victims from the London Bridge attack continuing to come forward.

23. Julia Mirkin (Grants Officer) continues to be seconded to the LET, with Stewart Goshawk providing support. These arrangements are subject to regular review.

Trusts and Foundations update (GOLD Command).

24. Grenfell GOLD Command has been working closely with the Royal Borough of Kensington and Chelsea over the past few months to agree which services will transition back to the local authority for on-going management. The work strand that coordinates the work of the various trusts and foundations will continue to be overseen by the Chief Grants Officer until 2018 to ensure consistency of approach and to ensure that the necessary expertise and experience is in place.

Members' away day

25. This is a reminder that the CBT Committee Members' half day away (morning) will be taking place on 31st October 2017, which will be followed by a buffet lunch. This away day will focus on the implementation of the 'Bridging Divides' strategy, the agenda for which will be issued closer to the time. It would be very much appreciated if Members of this Committee could ensure that this date and time is held in their diary.

Central Grants Programme (CGP)

26. In order to increase the strategic impact of grant-making across the City of London Corporation, ensure that the grants are managed more efficiently and effectively, improve the consistency and quality of the customer experience the CGP was set up to manage all grant applications, monitoring and evaluation processes and Committee reporting procedures.
27. It was agreed that the CGU would be co-located within CBT in order to facilitate consistency of approach and harmonise service standards. The Chief Grants Officer, whose responsibility includes the grant-making activities of CBT, maintains an overview of the CGU, with relevant input from the Head of Charity and Social Investment Finance within the Chamberlain's Department.
28. As the CGP was established as a 2 year pilot project, it was agreed that an evaluation of the pilot programme would be undertaken. Rocket Science has now been commissioned by the Central Grants Unit to deliver the independent evaluation. The report recommendations will be submitted to the Finance Grants Oversight and Performance Sub-Committee in October 2017 to inform decisions on the future approach and then submitted to Resource Allocation Sub-Committee and Policy and Resources Committee for approval in December 2017. This committee will be kept up to date as there are implications on the CBT operation.

Wembley National Stadium Trust

29. The Wembley National Stadium Trust (WNST) is currently seeking tenders for the provision of its grants management, administration and support services for a period of four years, starting on 1 April 2018, with the provision for an annual review. This exercise is in no way indicative of the WNST trustees view of CBT's performance in managing their affairs – simply that for due diligence purposes, they deem it appropriate (and we agree) to assure themselves that they are getting value for money. CBT is free to submit a tender to continue providing the service.
30. The closing date for tenders to be submitted to ACF (which is acting as the WNST agent for the tender exercise) is 5pm on Friday 6 October 2017. The successful and any unsuccessful tenderers will be formally notified in writing within two weeks of the WNST AGM on 14 November 2017.

Human Resources

31. At the July Committee, Members requested that a current CBT staff organogram be provided for their information. This is appended as Appendix 2 to this report. Points to note:
- Hannah Davey, Social Investment Fund Associate is now in post
 - Lily Brandhorst, Grants Administrator, is now in post
 - Nadia Large, the CBT Apprentice is now in post.
 - Fiona Rawes, The Head of Philanthropy Strategy will be in post as of mid October 2017.

Appendices:

Appendix 1: Implementation plan and overview for Bridging Divides Strategy
Appendix 2: CBT Staff organogram