

<b>Committee:</b> City Bridge Trust (CBT)	<b>Dated:</b> 2 May 2018
<b>Subject:</b> Progress Report	<b>Public</b>
<b>Report of:</b> Chief Grants Officer and Director of City Bridge Trust (CGO)	<b>For Information</b>

### Summary

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

- Bridging Divides charitable funding strategy implementation
- All Party Parliamentary Group on London
- Home Office Consultation
- The City of London Corporation's Social Investment Fund
- Stepping Stones
- Wembley National Stadium Trust
- Global Donors' Forum
- Central Grants Programme
- Member's skills audit

### Recommendation

- a) That the report be noted.

### Main Report

#### Introduction

1. You will recall that you have agreed that each of the CBT Committee Meetings will begin with a presentation on a particular aspect of the work you support. Dominic Phinn, the Business Engagement Coordinator from Client Earth has been invited to this committee. Client Earth was awarded funding as strategic initiative to engage directly with businesses to tackle the effects of air pollution in London through encouraging changes to business practices.

#### Bridging Divides charitable funding strategy implementation

2. You will be pleased to know that your new Bridging Divides funding programmes and website are set to go live on 23<sup>rd</sup> April 2018. You are to be commended for the extensive consultation and research that has helped to

shape your vision and strategic direction for the next five years and your input into the strategy has been extremely helpful.

3. All applicants for funding should be signposted to the primary [www.citybridgetrust.org.uk](http://www.citybridgetrust.org.uk) website, where the detail of the new funding programmes will be available. If any Member would like a further briefing on the Bridging Divides funding programmes, this can of course be arranged at your convenience.

#### Learning Partner

4. Learning is central to your new strategy and since your last Committee Meeting, your learning partner, Renaisi, has been appointed. The point of Renaisi is to be a third party critical friend to ensure we learn from and against our strategy to make the most impact in London and our communities.
5. Renaisi has undertaken one to one interviews with key members of staff and the Chairman and Deputy Chairman to discuss the proposed evaluation activities and to gather from different perspectives our expectations and aspirations for Bridging Divides. A very constructive workshop has also taken place with the whole staff team.

#### Funder Plus

6. Funder Plus remains an important aspect of your new strategy. That is, work that supports our grantees, thereby adding value to the grant they hold. Following our very positive roundtable for funders interested in improving and better aligning our respective Funder Plus offers, work is underway to design a tender brief to add to your existing offer. It is proposed to procure an agency to manage your revised offer and in parallel with this to work with a cohort of civil society support organisations in order to co-produce what support services the offer will comprise. Those organisations would then be able to apply to the Trust for grants to deliver various elements of the offer, although each application would be assessed on its merits.
7. Your current Funder Plus offer includes your partnerships with the Cranfield Trust, for example and the Centre for Accessible Environments; the 'Useful Advice and Links' page of the website; your 'How to' video guides; and the case studies on the website which shares learning.

#### Cornerstone Fund

8. The first round of the Cornerstone Fund will also have launched by the time of today's meeting in order to complement your Bridging Divides programmes. It invites partnership applications, especially cross-sectoral ones, to bring about systems change to build stronger, more resilient communities, as recommended by The Way Ahead report. There is a two-stage application process. Initial proposals will be submitted on an online form. These will be looked at by a panel of funders (formed as a result of a very positive roundtable for funders on the Cornerstone Fund).
9. Grants of up to £20,000 will be offered to the best proposals to enable them to be worked up as a second stage application, following the application

procedures of whichever funder considers a particular proposal aligns best with their interests (including CBT, of course). Grants will be for up to three years' duration and priority will be given to applications that have scope for replicability and/or scale. A tender brief is currently being drafted for a learning partner to work alongside the funders and the funded organisations.

#### Staff resources to support deliver of the strategy

10. Work continues to review existing officer job descriptions to ensure that they are fit for purpose and to ensure that all newly agreed posts incorporate all the necessary functions. A further update will be provided to this committee once the consultation has been completed.

#### **All Party Parliamentary Group on London**

11. The Chairman spoke in the House of Commons at an All Party Parliamentary Group on London event on 'The role of the Charitable and Social Enterprise Sectors in London'. Other speakers were James Banks (London Funders), Sioned Churchill (Trust for London), and Simon Boyle (Beyond Food Foundation). In a theme strongly endorsed by other speakers, the Chairman emphasised the importance of cross-sectoral partnerships and explained that CBT's new strategy 'Bridging Divides', was designed to improve those connections.
12. A short publication on this is planned by the event coordinator. This will provide an opportunity to more fully amplify the work of the Trust.

#### **Home Office Consultation**

13. Trust officers, along with those from other trusts and foundations, have been invited to roundtable events with the Home Office as part of their consultation on a number of issues including: young people, gangs and crime; and on abuse of vulnerable people, including domestic abuse and trafficking. Discussions were led by Victoria Atkins MP, Parliamentary Under Secretary of State for Crime, Safeguarding and Vulnerability and Minister for Women and were extremely fruitful with a genuine willingness on both sides of the table to work together wherever possible to tackle the issues. An important point raised was that it is essential for the trust and foundation world to support new, possibly riskier, approaches as it can be very difficult for Government to use public funds on these. It was also clarified that trusts sharing data with other funders, including Government, for the benefit of keeping people safe does not fall foul of the data protection legislation.
14. This approach from the Home Office was very welcome and potentially very productive as it gives the wider funding sector opportunity to share its learning, experience and reach and to work with local and central government in a more joined-up and targeted way on some very important issues.

## **The City of London Corporation's Social Investment Fund – the first five years**

15. We published a report highlighting work done by the Social Investment Board with the monies designated within Bridge House Estates for social investment. This Board meets quarterly and has representation from the City Bridge Trust Committee. The report highlights the £12.9m investments placed to date in a range of schemes to support sectors such as housing, criminal justice, and accessible transport. In its first five years the Social Investment Fund has achieved a gross return of 4.7% which is above its original target of 2.7%, but also notes the challenges of deploying capital in what remains a new market as well as the challenges of market entry for many charitable organisations.
16. The report was distributed to guests at the Investment Committee dinner where the keynote speaker, Paul Morrish of LandAid, noted the City Bridge Trust's support for his organisation's work. It is also being shared more widely and is available online here:  
<https://www.citybridgetrust.org.uk/publications/social-investment-fund/>

### **Stepping Stones**

17. The fifth round of our social investment readiness programme, Stepping Stones is now open. Run in partnership with UBS, Stepping Stones grants of up to £50,000 per organisation are available for work to explore the role repayable finance can play in mission delivery. So far, the Trust and UBS have awarded £2.8m to 65 organisations in order to develop management capacity, financial skills and organisational controls. £550,000 is available in the current round with awards made in September following assessment panels at UBS' Broadgate offices.

### **Wembley National Stadium Trust**

18. Members will be pleased to learn that the Trust has been re-appointed for a further four years (2018-22) to provide management and administration services for the Wembley National Stadium Trust (WNST). This renewal was achieved through an open tendering process and is confirmation of the quality and success of the delivery that we have achieved over the past six years. It is important to note that this service is delivered under contract, on a full cost recovery basis.
19. As you may recall, one of the Trust's senior staff, Stewart Goshawk, has previously been seconded to act as WNST's Chief Executive Officer and I am pleased to report that everything has been agreed for this arrangement to continue. This is an excellent example of funder collaboration. There remains real benefit for both trusts in being able to learn and share knowledge at close quarters – for example, the development of a small grants scheme within your new programmes has very helpfully been informed by work that WNST has been doing in this kind of grant-making for some years. The different network of contacts that Stewart has achieved through WNST has also been helpful in developing elements of your "Bridge to Work" programme.

20. A fuller report on the activities of WNST will be presented to your next meeting, for your information.

### **Global Donors' Forum**

21. As part of a range of international relationships we are building in support of the Philanthropy Strategy, your CGO and Head of Philanthropy Strategy held a very productive meeting with the Cass Centre for Charity Effectiveness and the Chief Executive of the Global Donors Forum (GDF). The GDF is a high profile annual conference for leading Muslim Philanthropists and will be hosted in London for the first time from 10-12th September.
22. An invitation-only audience of around 300 delegates will convene with the purpose of increasing the quality and scale of their philanthropy, as a result of workshops, insight visits and plenaries. We have liaised with Cass over a number of months in relation to this and have proposed to host one of the two evening receptions at Mansion House, lead 1-2 seeing is believing visits to key projects as well as lead workshop(s) on key strategic insights we have gained through e.g. the development of the philanthropy strategy/social investment/collaboration in emergencies etc.

### **Central Grants Programme (CGP)**

23. You will recall the CGP is co-located within CBT in order to facilitate consistency of approach and harmonise service standards. The CGO, whose responsibility includes the grant-making activities of CBT, maintains an overview of the Central Grants Unit (CGU), with relevant input from the Head of Charity and Social Investment Finance within the Chamberlain's Department.
24. The CGP was externally evaluated by Rocket Science in November 2017 as it was nearing the end of the pilot for the programme. The evaluation highlighted the success of the programme and its implementation and made recommendations to imbed the programme on a permanent basis and look to expand its scope. In March 2018 the Resource Allocation Sub-Committee and Policy and Resources Committee met and both agreed to support the implementation of the CGP on a permanent basis from the 1st April 2018.
25. As well as an uplift to the annual grant budget available members also noted the uplift of £10,000 applied to the operating costs of the CGU, included within the approved CBT budget for 2018/19. A Senior Grants Officer will now be seconded on a permanent basis (circa three days a week) to the CGP from the Trust with additional staff resource to be bought in on a part time basis to assist with the assessment and grant management of the programme. All resources used to deliver the CGP are re-charged to City's Cash or the relevant Charities that the programme manages.

## **Member's skills audit**

26. In March 2018 Members completed a skills audit assessment in line with good practice for charity governing bodies. An initial overview shows the wide range of skills and experience Members bring to the board and the frank approach Members have taken to highlighting areas for growth is to be welcomed. The responses are currently being collated and analysed. An update on the findings and next steps will be available at your July committee meeting.

### **David Farnsworth**

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