



The City Bridge Trust Committee

Date: THURSDAY, 12 MARCH 2015
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Jeremy Mayhew (Chairman)
Alderman Alison Gowman (Deputy Chairman)
Deputy Ken Ayers
Deputy Billy Dove
Simon Duckworth
Stuart Fraser
Marianne Fredericks
Deputy Stanley Ginsburg
Deputy the Revd Stephen Haines
Vivienne Littlechild
Edward Lord
Wendy Mead
Alderman Matthew Richardson
Ian Seaton
The Rt Hon the Lord Mayor, Alderman Alan Yarrow (Ex-Officio Member)

Enquiries: Philippa Sewell
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Lunch will be served in the Guildhall Club at 1pm
NB: Part of this meeting could be the subject of audio or video recording

John Barradell
Town Clerk and Chief Executive

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 28 January 2015.

For Decision
(Pages 1 - 12)
4. **OUTSTANDING ACTIONS**
Report of the Town Clerk.

For Information
(Pages 13 - 14)
5. **PROGRESS REPORT AND EVENTS**
Report of the Chief Grants Officer.

For Decision
(Pages 15 - 34)
6. **BUSINESS PLAN 2015-16**
Report of the Chief Grants Officer.

For Decision
(Pages 35 - 56)
7. **INVESTING IN LONDONERS STATISTICS SEPT 2013 - FEB 2015**
Report of the Chief Grants Officer.

For Information
(Pages 57 - 82)
8. **GRANT APPLICATIONS STATISTICAL REPORT**
Report of the Chief Grants Officer.

For Decision
(Pages 83 - 92)
9. **GRANTS AND STRATEGIC INITIATIVES RECOMMENDATIONS AND ASSESSMENTS**
To consider the Chief Grants Officer's reports on grant recommendations as follows:-

For Decision
(Pages 93 - 94)

 - a) Youth Inclusion Event - Recommended Grant £24,000 (Pages 95 - 98)
 - b) NCVO-CES Merger - Recommended Grant £50,000 (Pages 99 - 102)
 - c) Heart of the City - Recommended Grant £278,328 (Pages 103 - 110)

- d) Social Finance - Recommended Grant £50,000 (Pages 111 - 114)
- e) Chiswick House and Gardens Trust - Recommended Grant £89,100 (Pages 115 - 118)
- f) Kingston Environment Centre (KEC) - Recommended Grant £27,000 (Pages 119 - 120)
- g) Action for Stammering Children (ASC) - Recommended Grant £60,000 (Pages 121 - 122)
- h) Metro Centre Limited - Recommended Grant £119,600 (Pages 123 - 124)
- i) National Association for People Abused in Childhood (NAPAC) - Recommended Grant £31,000 (Pages 125 - 126)
- j) Shepherds Bush Families Project and Children's Centre - Recommended Grant £96,000 (Pages 127 - 128)
- k) Action on Disability - Recommended Grant £121,300 (Pages 129 - 130)
- l) Frenford Clubs - Recommended Grant £54,000 (Pages 131 - 132)
- m) Mind in Croydon - Recommended Grant £143,600 (Pages 133 - 134)
- n) Sutton Mencap - Recommended Grant £102,000 (Pages 135 - 136)
- o) Action on Elder Abuse - Recommended Grant £44,420 (Pages 137 - 138)
- p) AESOP Arts and Society Limited - Recommended Grant £45,900 (Pages 139 - 140)
- q) Dulwich Picture Gallery - Recommended Grant £40,000 (Pages 141 - 144)
- r) North London Hospice - Recommended Grant £90,000 (Pages 145 - 146)
- s) South Thames Crossroads - Caring for Carers - Recommended Grant £140,000 (Pages 147 - 148)
- t) Sydenham Garden - Recommended Grant £39,100 (Pages 149 - 150)
- u) Haven - Recommended Grant £76,600 (Pages 151 - 154)
- v) Kingston Churches Action on Homelessness - Recommended Grant £87,800 (Pages 155 - 156)
- w) Association of Chief Executives of Voluntary Organisations (ACEVO) - Recommended Grant £29,500 (Pages 157 - 158)
- x) London Play - Recommended Grant £138,000 (Pages 159 - 162)
- y) Partnership for Young London - Recommended Grant £142,000 (Pages 163 - 164)
- z) Voluntary Action Islington Limited - Recommended Grant £96,900 (Pages 165 - 166)

10. **TO CONSIDER REPORTS OF THE CHIEF GRANTS OFFICER AS FOLLOWS:-**

- a) Grants Recommended for Rejection (Pages 167 - 174)
- b) Grants Approved under Delegated Authority (Pages 175 - 176)
- c) Withdrawn and Lapsed Applications (Pages 177 - 180)
- d) Variations to Grants (Pages 181 - 182)
- e) Reports on Monitoring Visits (Pages 183 - 186)

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

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

13. **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

14. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 28 January 2015.

For Decision
(Pages 187 - 188)

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

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

THE CITY BRIDGE TRUST COMMITTEE

Wednesday, 28 January 2015

Minutes of the meeting of The City Bridge Trust Committee held at Guildhall, EC2 on
Wednesday, 28 January 2015 at 1.45 pm

Present

Members:

Jeremy Mayhew (Chairman)
Alderman Alison Gowman (Deputy Chairman)
Deputy Ken Ayers
Deputy Billy Dove
Stuart Fraser
Marianne Fredericks
Deputy Stanley Ginsburg
Vivienne Littlechild
Edward Lord
Wendy Mead
Ian Seaton

Officers:

Philippa Sewell	Town Clerk's Department
Simon Latham	Town Clerk's Department
Steven Reynolds	Chamberlain's Department
Laura Yeo	Chamberlain's Department
David Farnsworth	The City Bridge Trust
Jenny Field	The City Bridge Trust
Joy Beishon	The City Bridge Trust
Sandra Davidson	The City Bridge Trust
Ciaran Rafferty	The City Bridge Trust
Sandra Jones	The City Bridge Trust
Julia Mirkin	The City Bridge Trust
Tim Wilson	The City Bridge Trust
Rachel Mortell	Public Relations Office

In Attendance:

- Age Exchange

1. APOLOGIES

Apologies were received from the Right Hon. The Lord Mayor Alderman Alan Yarrow, Deputy the Revd. Stephen Haines and Simon Duckworth.

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

Ian Seaton declared a non-pecuniary interest in respect of London Youth, by virtue of his Livery Company supporting the organisation. The Deputy Chief

Grants Officer declared a non-pecuniary interest in item 11ff, which, owing to additional information received, would be discussed in non-public session.

3. **MINUTES**

RESOLVED – That the minutes of the meeting held on 27 November 2014 be approved as a correct record.

Matters Arising

Sir Simon Milton Foundation

Members noted that officers had spoken with the Town Clerk and the organisation regarding the rejection of this application.

4. **OUTSTANDING ACTIONS**

Members received the Outstanding Actions update, noting that officers would review how often the Risk Tracker was circulated to the Committee.

RESOLVED – That the report be noted.

5. **TERMS OF REFERENCE OF THE CITY BRIDGE TRUST COMMITTEE**

Members received the terms of reference for the City Bridge Trust Committee.

RESOLVED – That the terms of reference for the City Bridge Trust Committee be approved, subject to the following amendments as a result of subsequent legal advice:

Under 4(a), the addition of the following wording:

For other charitable purposes for the general benefit of the inhabitants of Greater London;
other than grants above a sum of £500,000 *which decisions are reserved to the Court of Common Council upon this Committee's recommendation.*

Under 4(b) (iii), the addition of the following footnote:

The City of London Corporation, acting through the Court of Common Council, is the sole Trustee of Bridge House Estates ('the Trustee').

6. **PROPOSED REVENUE BUDGETS - 2015/16**

The Committee received a joint report of the Chamberlain and the Town Clerk regarding the annual submission of the revenue budgets. Members noted that, overall, there was a decrease of £4.537m between the latest 2014/15 budget and the 2015/16 proposed budget largely due to the one-off additional grant initiative of £1m in 2014/15 for the Employability Partnership with Central London Forward and there being no carry forward from 2014/15.

Members queried the 2% allowance for potential pay and price rises and the £77,000 income, and the Chamberlain advised that this related to an increase in staffing and to the secondment of an officer to Wembley National Stadium Trust from whom costs were recovered in full.

RESOLVED – That:

- (a) The provisional 2015/16 revenue budget be approved for submission to Finance Committee; and
- (b) The Chamberlain be authorised to revise these budgets to allow for any necessary realignment of funds resulting from corporate projects.

7. **PROGRESS REPORT AND EVENTS**

The Committee received the regular progress report and events update of the Chief Grants Officer. Members discussed a recent visit to Fareshare, and the Chief Grants Officer undertook to liaise with the Director of Markets and Consumer Protection regarding similar food sharing opportunities at Spitalfields Market.

With regard to the Stepping Stones Fund, officers advised that, as applications were due on 31st January 2015, the Committee was being asked to delegate authority to the Chief Grants Officer, in consultation with the Chairman and Deputy Chairman, to inform unsuccessful stage one applicants that they had been rejected. Members discussed the Fund and Social Investment in general, noting the work being done by the Social Investment Board.

Members discussed the suggested themes for future meetings, and asked for information regarding programmes with lower application numbers than expected to be prioritised for comment, alongside the larger programmes. The Chief Grants Officer advised he could address this through his regular Progress Report. Members also requested that the subject of Social Investment be added to the list.

Members discussed the 2014-2015 grants budget and the carry forward from the previous two years annual grants budgets of £3,539,000. In the discussion, Members considered the external funding environment; plans for strategic grant-making to mark the CBT 20th Anniversary; and the amount of funds under consideration for grant allocation at this meeting and the March 2015 CBT committee meeting.

It was noted that, if the Committee approved all of the applications under consideration at this meeting and the anticipated applications at the March meeting, it was likely that all of the 2014-2015 annual grants budget and carry forward would have been committed in this financial year.

It was also noted that there had been an intention to mark the CBT 20th Anniversary with some strategic grant-making. The Committee still wished this to be the case.

It was, therefore, agreed that the remainder of the 2014-2015 grants budget, and the carry forward, would be used to support the grant applications under consideration by this committee meeting and the next. It was also agreed that up to £1.75M of the CBT 2015-2016 annual grants budget would be ring-fenced to ensure that there were funds available for some distinctive CBT 20th Anniversary grant making. It was agreed that this would be in addition to the indicative 10% of the 2015/2016 CBT annual grants budget which was, in any event, earmarked for strategic grant making.

Members noted that the current rate of grant approvals could not be sustained in 2015/16 and that applications would need to be further prioritised.

RESOLVED – That:

- (a) Authority be delegated to the Chief Grants Officer, in consultation with the Chairman and Deputy Chairman, to inform unsuccessful stage one applicants for the Stepping Stones Fund that they had been rejected;
- (b) Information regarding programmes with lower applications numbers than expected be addressed through the Chief Grants Officer's regular Progress Report; and
- (c) The following themes be adopted for scheduled Committee meetings:
 - March 2015 – Strengthening London's voluntary sector
 - May 2015 – Making London more inclusive
 - July 2015 – Improving Londoners' mental health
 - September 2015 – Older Londoners
 - November 2015 – Reducing Poverty

Plus a theme on Social Investment at a date to be confirmed

- (d) The 2013-14 carry forward be used for applications to the Investing in Londoners programmes in this financial year (including those considered at this meeting and March 2015), and that £1.75M of the CBT 2015-2016 grant making budget be ring-fenced for strategic initiatives relating to the 20th anniversary. (This would be in addition to the indicative 10% of the 2015-2016 CBT annual grants budget which was, in any event, earmarked for strategic grant-making).

8. GRANT APPLICATIONS STATISTICAL REPORT

The Committee considered a report of the Chief Grants Officer summarising applications received and action taken under the 2014/15 grants programmes.

RESOLVED – That the report be noted.

9. PROPOSALS FOR 20TH ANNIVERSARY

The Committee considered a report of the Chief Grants Officer regarding plans to mark the City Bridge Trust's 20th Anniversary Year 2015-2016 (financial year). Members discussed the need for funders to work together more closely, as well as the need to help smaller charities join-up to reduce their overall overheads. In response to a Member's query, Officers confirmed that the City Bridge Trust did not fund Local Authority statutory services, but advised that many discretionary services would be under pressure from funding cuts.

Members considered the draft 20th Anniversary Year Strapline and 'elevator pitch', and the Chief Grants Officer advised this was still being developed and recommendations would be made at the Committee's next meeting in March 2015.

RESOLVED – That:

- (a) The plans to mark the 20th Anniversary Year be approved; and
- (b) £57,000 be released from the Central Risk budget to support the 20th Anniversary Year, by way of Strategic Initiative comprising of:
 - i. £24,000 towards project management;

- ii. £20,000 towards communications;
- iii. £4,000 for design (strap line and refreshed leaflets); and
- iv. £9,000 to develop a learning programme, including a 20th year review.

10. INVESTING IN LONDONERS - STATISTICAL REPORT - SEPTEMBER 2013 TO JULY 2014

The Committee considered a report of the Chief Grants Officer which gave a statistical analysis of the 148 applications submitted from September 2013 to July 2014 (10 months) under the Investing in Londoners programme, and the 61 grants awarded (totalling £4,256,606) from January to July 2014 (6 months). The report analysed application numbers; data on beneficiaries (including equalities data); as well as awards by individual grant programmes and by London boroughs. Members asked if this could be filtered to show in which boroughs funding was allocated to each programme.

RESOLVED – That consideration be given to analysing where, in London, funding was awarded for each programme; and the report be noted.

11. GRANTS AND STRATEGIC INITIATIVES RECOMMENDATIONS AND ASSESSMENTS

11a Strategic Initiative - London Fairness Commission - Recommended Grant £36,040

APPROVED - Funding of £36,040 over two years (£23,150; £14,890) to complete the funding package required to establish a London Fairness Commission.

11b Katherine Low Settlement - Recommended Grant £99,000

APPROVED - £99,000 over three years (3 x £33,000) for the costs of delivering 360 hours per year of ESOL (English for Speakers of Other Languages) classes to Entry-level and Level-1 standard. Each year, the grant is to be apportioned as: Tutor & materials/set-up costs of £15,000; Crèche casts of £8,700; Accreditation costs of £1,800; Project management of £3,500; and Contribution to overheads of £4,000.

11c Kurdish & Middle Eastern Women's Organisation Ltd - Recommended Grant £67,400

APPROVED - £67,400 over three years (£22,000, £22,500, £22,900) for two thirds of the salary costs of the Director. The grant in each of years 2 and 3 is conditional on it representing no more than 50% of the organisation's turnover.

11d Bridge Renewal Trust - Recommended Grant £72,900

APPROVED - £72,900 over three years (£24,500; £24,000; £24,400) towards a food growing, cookery and family well-being programme.

11e Chiswick House and Gardens Trust - Recommended Grant £89,100

Members discussed the application, and asked for officers to bring back further information regarding individual giving to the charity and its fundraising strategy in general.

RESOLVED – That the application be deferred.

11f Lift People - Recommended Grant £50,000

APPROVED - £50,000 over two years (2 x £25,000) for the salary costs of a part-time (0.4 Full Time Equivalent) Project Worker and associated running costs.

11g London Sustainability Exchange - Recommended Grant £66,600

APPROVED - £66,600 over 18 months (£43,600; £23,000) towards several staff salaries (in total, 0.55 Full Time Equivalent) and related running costs of a project aiming to improve the local environment in six communities across London.

11h Barons Court Project - Recommended Grant £32,600

APPROVED - £32,600 for a third year's funding of a full-time Project Worker, plus related running costs of the Drop-in service.

11i Helen Bamber Foundation - Recommended Grant £150,000

APPROVED - £150,000 over three years (3 x £50,000) towards the salary and related costs of the organisation's Head of Therapies post.

11j Middle Eastern Women and Society Organisation - Recommended Grant £28,800

APPROVED - £28,800 over three years (£10,100; £9,500; £9,200) towards a part-time Outreach Worker (6 hours per week) and a part-time Counsellor (8 hours per week), together with associated running costs.

11k SANE - Recommended Grant £99,000

APPROVED - £99,000 over three years (3 x £33,000) towards the salary and related costs of the full-time Director of Services post.

11l South London YMCA - Recommended Grant £98,700

APPROVED - £98,700 over two years (£50,300; £48,400) for a full-time Well-being Manager plus running costs to establish a mental health support service for homeless people living at the South London YMCA.

11m Vietnamese Mental Health Services - Recommended Grant £90,500

APPROVED - £90,500 over three years (£29,220; £30,360; £30,920) for the salary of a part-time (2 days per week) Bilingual Counsellor, plus admin support and associated running costs.

11n Caxton Youth Organisation - Recommended Grant £90,000

APPROVED - £90,000 over three years (3 x £30,000) for the salary of a full-time Youth Worker (Independence Programme) plus a contribution to its operational costs.

11o City YMCA London - Recommended Grant £100,000

APPROVED - £100,000 towards the costs of disabled access provision at Monarch Court.

11p Deafax - Recommended Grant £46,500

APPROVED - £46,500 over two years (£23,500; £23,000) towards the cost of Life Control project for deaf young people living in London.

11q Graeae Theatre Company - Recommended Grant £138,650

APPROVED - £138,650 over three years (£43,300; £47,400; £47,950) towards 0.5 Full Time Equivalent of the full-time salary costs of the Training and Learning Manager and associated programme costs of the Young Artistic Advisors, outreach and School Residencies programme.

11r Leonard Cheshire Disability - Recommended Grant £147,000

APPROVED - £147,000 over three years (£69,000; £39,000; £39,000) towards salary and project costs of the Enablement and Healthy Living Project for disabled people.

11s Triangle Arts Trust - Recommended Grant £100,000

APPROVED - £100,000 for the costs of access Improvements at TAT's Gasworks site. These works will include the installation of a platform lift, three accessible WCs, and an enhanced building entry system.

11t Praxis Community Projects - Recommended Grant £182,000

APPROVED - £182,000 over three years (£58,000; £58,000; £66,000) for a full-time Caseworker, with related costs, to provide specialist one-to-one advice, and support to London-based migrant and refugee women clients who have survived trafficking and/or gender-based violence.

11u Age Exchange - Recommended Grant £48,000

Members discussed the details of the application, noting the auditor's concerns regarding the deficit in the charity's free reserves and the money held in fixed assets.

APPROVED - £48,000 for the costs of the Inspired Caring' project for older carers and the people with dementia that they care for, with the funding being released on receipt of satisfactory quarterly management accounts.

11v Royal Air Force Museum - Recommended Grant £87,600

APPROVED - £87,600 over three years (£39,200; £24,200; £24,200) towards the costs of three posts (Education Officer, Community Development Officer and Volunteer Coordinator), together with development costs to increase the number of older people engaged with the Museum.

11w Women's Health and Family Services (WHFS) - Recommended Grant £114,000

APPROVED - £114,000 over three years (£36,600; £37,900; £39,500) for the salary of a part-time Project Co-ordinator (3 days per week), a part-time Project Support Worker (1.5 days per week) and related overheads and associated project costs.

11x Age UK Lewisham & Southwark - Recommended Grant £138,000

APPROVED - £138,000 over three years (£45,000; £46,000; £47,000) towards the salary and associated running costs of a full-time Advice Manager.

11y Children England - Recommended Grant £104,000

APPROVED - £104,000 over two years (£51,000; £53,000) towards a part-time Membership Officer (2 days per week) and a part-time Research and Learning Officer (4 days per week), together with associated running costs, to enable the 4 In 10 network to develop its work tackling child poverty in London.

11z North London Action for the Homeless - Recommended Grant £59,000

APPROVED - £59,000 over three years (£17,500; £20,000; £21,500) towards the costs of a Kitchen/Garden Manager (21 hours per week) and running costs. The funding is conditional on NLAH obtaining the balance of funding from other sources.

11aa Nucleus Community Action Ltd - Recommended Grant £150,000

APPROVED - £150,000 over three years (£51,000; £49,000; £50,000) for an Ealing-based debt and money advice service with funding to cover a full-time Debt Advice Caseworker and associated project running costs. The second and

third year of funding to be contingent on evidence of the charity meeting its targets for the service.

11bb Shelter National Campaign for Homeless People Limited - Recommended Grant £179,000

APPROVED - £179,000 over three years (£59,000; £59,000; £61,000) towards the salary, and related costs, of a full-time Senior Advice and Guidance Worker in Hackney.

11cc Wandsworth Citizens Advice Bureaux - Recommended Grant £130,000

APPROVED - £130,000 over two years (£68,000; £62,000) towards an advice service for Wandsworth Foodbank users.

11dd Westminster Citizens Advice Bureau - Recommended Grant £107,300

APPROVED - £107,300 over three years (£35,900, £35,400, £36,000) for 21 hours per week of the debt advisor, 3/5 of the financial workshops and associated running costs.

11ee Hibiscus Initiatives - Recommended Grant £122,000

APPROVED - £122,000 over three years (£42,000; £40,000; £40,000) towards a part-time (21 hours per week) Community Support Manager, together with associated running costs, towards a specialist mentoring programme supporting women in London-based prisons.

11ff Mentoring and Befriending Foundation (MBF) - Recommended Grant £116,300

This item was considered in non-public session.

12. TO CONSIDER REPORTS OF THE CHIEF GRANTS OFFICER AS FOLLOWS:-

12a Grants Recommended for Rejection

The Committee considered a report of the Chief Grants Officer which recommended that fourteen grant applications be rejected for the reasons identified in the schedule attached to the report. Members requested that more information be sought regarding the application from Brook Young People.

RESOLVED – That thirteen grant applications detailed in the schedule attached to the report be rejected, and one deferred.

12b Withdrawn and Lapsed Applications

The Committee received a report of the Chief Grants Officer providing details of eleven applications which had been withdrawn or which had lapsed.

RESOLVED – That the report be noted.

12c **Variations to Grants**

The Committee received a report which advised Members of variations to three grants agreed by the Chief Grants Officer since the last meeting.

RESOLVED – That the report be noted.

12d **Grants Approved under Delegated Authority**

The Committee received a report of the Chief Grants Officer which advised Members of nine expenditure items, totalling £52,000, which had been presented for approval under delegated authority to the Chief Grants Officer, in consultation with the Chairman and Deputy Chairman.

Akademi South Asian Dance UK £2,000 to match CEP (Creative Employment Programme) funding towards the wage costs of 1 Apprentice for 1 year. The national minimum wage must be paid and the organisation must be the direct employer.

Albany £2,000 to match CEP funding towards the wage costs of 1 Apprentice for 1 year. The national minimum wage must be paid and the organisation must be the direct employer.

Cardboard Citizens £2,000 to match CEP funding towards the wage costs of 1 Apprentice for 1 year. The national minimum wage must be paid and the organisation must be the direct employer.

Chickenshed Theatre £2,000 to match CEP funding towards the wage costs of 1 Apprentice for 1 year. The national minimum wage must be paid and the organisation must be the direct employer.

Eastside Educational Trust £2,000 to match CEP funding towards the wage costs of 1 Apprentice for 1 year. The national minimum wage must be paid and the organisation must be the direct employer.

Postal Heritage Trust £4,000 to match CEP funding towards the wage costs of 2 Apprentices for 1 year. The national minimum wage must be paid.

Studio 3 Arts £2,000 to match CEP funding towards the wage costs of 1 Apprentice for 1 year. The national minimum wage must be paid and the organisation must be the direct employer.

Age UK London	£4,000 (10 days) to provide an eco-audit.
Harrow Central Mosque	£2,400 (6 days) to provide an eco-audit.
RedbridgeCVS	£4,200 (10.5 days) to provide an eco-audit.
Telegraph Hill Centre	£2,000 (5 days) to provide an eco-audit.
Timebank	£2,200 (5.5 days) to provide an eco-audit.
Tower Hamlets Council for Voluntary Service	£2,000 (5 days) to provide an eco-audit.
CREST Waltham Forest	£1,500 for the costs of an independent access audit for Harmony Hall.
Woodford Parish Church Memorial Hall	£900 for the costs of an independent access audit.
Christian Care Association	£16,200 over three years (£5,200; £5,400; £5,600) towards the cost of van maintenance, fuel, insurance and garage rental.

12e **Reports on Monitoring Visits**

The Committee received a report of the Chief Grants Officer about two visits that had taken place.

RESOLVED – That the report be received.

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

There were no questions.

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.

Item No.

11ff, 16

Exempt Paragraphs

3

16. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 27 November 2014 be approved as a correct record.

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

There were no questions.

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

There were three items of other business.

The meeting ended at 4.00 pm

Chairman

**Contact Officer: Philippa Sewell
tel. no.: 020 7332 1426
philippa.sewell@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.	17 Nov 2014	Risk Management Strategy The Risk Tracker be circulated every other Committee meeting, alongside the Business Plan update.	Chief Grants Officer	March 2015	To be submitted for the March 2015 Committee as part of the submission of the 2015/16 Business Plan
2.	28 Jan 2015	Grant Programme Applications That information regarding programmes with lower applications numbers than expected be addressed through the Chief Grants Officer's regular Progress Report.	Chief Grants Officer	March 2015	To be submitted for the March 2015 Committee.
3.	28 Jan 2015	Proposals for 20th Anniversary Anniversary Year Strapline and 'elevator pitch' to be discussed in detail.	Chief Grants Officer	March 2015	To be discussed at the March 2015 Committee.
4.	28 Jan 2015	Chiswick House & Gardens Trust Further information regarding individual giving to the charity and its fundraising strategy in general be provided.	Sandra Davidson	March 2015	To be submitted for the March 2015 Committee.

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
5.	28 Jan 2015	Brook Young People Officers provide additional information on the reasons for rejection	Joan Millbank	March 2015	To be circulated separately and before the March 2015 Committee.

Committee	Dated:
The City Bridge Trust Committee	12 March 2015
Subject: Progress Report	Public
Report of: Chief Grants Officer	For Information and Decision

Summary

This is a regular progress report by the Chief Grants Officer

Recommendations

Members are asked to:

- (i) To agree the revised City Bridge Trust (CBT) Vision, Mission, and Values**
- (ii) To agree the elevator pitch and 20th Anniversary Strapline**
- (iii) To suggest questions for inclusion in the q & a section of your communications briefing.**

Introduction

1. You will recall that you decided that you would like each of the CBT Committee Meetings to centre on a particular aspect of the work you support, in addition to the regular business that needs to be accomplished.
2. This report will therefore begin by focusing on your first chosen theme, Strengthening London's Voluntary Sector, before providing you with your regular update.

Strengthening London's Voluntary Sector

3. Throughout CBT's 20 years of existence, as well as making grants targeted to support specific beneficiaries, you have consistently supported work and organisations that focus on the resilience and capacity building of the voluntary sector more generally. This has primarily been delivered in the following ways:
 - Grants to so-called second tier organisations – i.e. those supporting frontline organisations to be more effective
 - Grants to organisations committed to developing and supporting volunteering
 - Supporting individual grantees to improve their skills and expertise through a 'funder plus' programme i.e. resources beyond the direct grants such as training and consultancy support to improve financial or evaluation skills

4. To date you have invested £43m in your work to Strengthen London's Voluntary sector. Since the launch of your Investing in Londoners grants programme in 2012, you have invested £2.3m in this area of work and it has accounted for 15% of your total grants spend across the programmes (please refer to table 2 of your regular stats report for more detail)

The Work Continues

5. Your Chief Grants Officer's most recent 'Friday visit' was a timely reminder of the value of this area of work. The visit was to Interlink Foundation, the north London umbrella body for the charity working to support charities working with the Orthodox Jewish community. This second tier organisation has a crucial role to play in supporting a large number of organisations working with a particular community, the Orthodox Jewish community, whilst enabling that community to keep connected with other local communities, and the broader Voluntary and Community Sector. Examples of their work include the work you are currently funding which is successfully bring Orthodox Jewish voluntary organisations into collaborative partnerships with mainstream voluntary and statutory bodies.
6. The organisation is but one example of an organisation that CBT has supported in various ways over a sustained period of time (taking into account requisite period sin grants funding). The impressive Chief Executive spoke of how crucial CBT's commitment to the organisation has been in terms of its development, and how the support has translated into real benefits to end users: organisations supporting disadvantaged people in the community, supported by Interlink, had matured to become sustainable, effective organisations, addressing disadvantage at a local level.
7. A full list of the grants that you are currently funding under your Strengthening London's Voluntary Sector theme are included at Appendix 1.

Context

8. The unprecedented level of local authority spending cuts is already having an impact on the level of support and services available for Londoners, and also the level of grant funding available. CBT now finds itself as the largest independent funder in London now that the London Councils grants budget has been reduced from £28m to £10.5m.
9. This context of growing demand for support with shrinking resources, combined with the quickening pace of social, economic, and technological change is a UK-wide phenomenon. It prompted the National Association for Voluntary and Community Action (the national membership body for local infrastructure supporting their members in their work with over 160,000 charities throughout the country) to set up an Independent Commission on the Future of Local Infrastructure. This Commission has just reported its findings and was chaired by your former Deputy Chief Grants Officer, currently Chief Executive of the Barrow Cadbury Trust. The full report may be downloaded at

www.navca.org.uk/commission-report and a summary of the report is attached at Appendix 2.

10. The report and summary include recommendations for local infrastructure organisations; central and local government and local commissioning bodies; the business community; and independent funders. The key recommendations for the latter category are set out below:
 - Offer longer-term funding for infrastructure organisations or functions to support social action in local areas. Funding should not be focused solely or primarily on innovation;
 - Collaborate with other funders to maximise impact and to help infrastructure bodies make more effective use of new forms of organising social action and the changing world of social finance;
 - The Big Lottery Fund should use its influential position as a funder of social action to convene round table, with funders and infrastructure bodies, to consider how to enable the redesign of infrastructure bodies; and consider extending the Big Assist initiative to enable more infrastructure organisations to access support;
 - Offer short-term funding to support the redesign local infrastructure bodies
11. CBT is already working with other funders, through London Funders, to consider the findings of this report within the London specific context. The Director from London Funder's, David Warner, and the Director of the Cranfield Trust, Amanda Tincknell, have both been invited to speak to you at your committee meeting and answer your questions on this important area of work.

The Way Forward

12. Given CBT's track-record in this area and that CBT and London Councils are the two largest funders of Voluntary sector infrastructure in London, we have a responsibility to be at the forefront of these discussions to ensure your grants are made to best effect. CBT is particularly well-placed to further assist in this area with the City of London Corporation as the trustee of Bridge House Estates, and its locus between the Voluntary and Community sector, the private sector, and the statutory sector can only assist this. Further, your involvement in grant making, social investment and increasing philanthropy is helpful. CBT can play an important role in both bridging sectors and funding streams.

General Update

London's Giving

13. You may re-call that you were a founder funder of Islington Giving, an initiative led by the Cripplegate Foundation that has created a unique partnership of funders, from both independent trusts and the private sector. It aims to encourage the giving of more time and money in order to tackle

poverty and isolation in LB Islington and to date it has considerable success in leveraging additional resources, including:

- Over £2m to support charitable work in the borough.
 - More than 1,300 volunteers involved.
 - A £300,000 partnership with the Arsenal Foundation as part of its celebration of 100 years in Islington.
14. Building on this success, you approved a grant of £220,000 over 2 years in February 2014 part of which (£120,000) is to support the further development of Islington Giving. The remaining £100,000 is to support the development of local giving schemes in other parts of London.
15. The development, entitled London's Giving, is being led by London Funders. Two consultants were engaged in August 2014 to work with potential new Giving boroughs to support them in developing their own Giving partnerships and infrastructure. Learning from Islington Giving and from other place-based initiatives such as Love Kingston and Kensington and Chelsea Foundation, it is clear that a 'one-size' blueprint will not work and that locally tailored developments are needed. The work is being overseen by a reference group, of which the Deputy Chief Grants Officer is a member.
16. Considerable interest and appetite has been shown in a number of London boroughs. A London's Giving network to enable knowledge and expertise to be shared was launched at a learning event on 24th February 2015, chaired by your Chief Grants Officer. London Funders has provided a platform for London Giving which can be accessed here:
<http://www.londonfunders.org.uk/londons-giving-0/about-londons-giving>
17. It is anticipated that a strategic initiative proposing that you fund East End Community Foundation to consolidate the establishment of Hackney Giving and to develop Newham Giving and Tower Hamlets Giving (currently in an embryonic stage) will be brought to your next meeting.

City Philanthropy

Research with Cass Business School

18. Between February 2015 and June 2015, City Philanthropy is undertaking a major piece of research with Cass Business School, aimed at a better understanding of the extent of philanthropic engagement amongst young employees in the City, and how it might be promoted. It will gather information on current trends and patterns, explore potential generational differences, experience of philanthropy, motivation to get involved or reasons for failure to get involved, factors which triggered or inhibited involvement, and what might increase philanthropic engagement across the capital. It will particularly focus on exploring models for effective support for city employees such as through their individual 'philanthropic journeys', and the role which employers and other networks and organisations, whether professional, voluntary or social, might play in supporting them.

Launch of donorWISE workshop on effective giving for City Millennials

19. On 3rd March 2015, City Philanthropy will be piloting a half-day 'donorWISE' (Well Informed, Strategic & Engaged) workshop aimed at introducing philanthropy to City Millennials (aged between early 20s and early 40s). It takes place at Cass Business School.
20. This 'philanthropy in a nutshell' workshop will equip donors with an awareness of effective giving and provide key strategies to achieve the most from it, both personally and professionally. Participants will be signposted on to active giving opportunities through the various City networks that exist for millennial (those born between 1981 and 1991) philanthropists.
21. This course is an essential primer for young people who want to make their mark on the world and join with like-minded people and inspiring charities. It will also be of interest to HR leaders and anyone involved in developing the next generation of leaders or who runs a business and wants to engage and develop their staff.

Launch of Inspired 50 (www.inspired50.com), a network of adventure philanthropists

22. CBT, as part of City Philanthropy, seed-funded a new network that champions an exciting way to be involved in fundraising and giving called **Inspired 50**. It is a network made up of 50 'adventure philanthropists' from the City who go 'the extra mile' to raise money for causes they care about in the communities they visit. They cycle through countries, climb mountains, run deserts and row oceans while engaging themselves with local charities. This exciting network has already raised thousands of pounds and formally launches on February 16 at Glaziers Hall. We plan to hold City events featuring these inspiring 'adventure philanthropists' to engage more City professionals to follow in their footsteps.

Wembley National Stadium Trust

23. Members will recall that for the past three years CBT has been providing full management and administration for the Wembley National Stadium Trust, with one of your senior staff, Stewart Goshawk, seconded as the WNST Chief Executive. The current contract for the service expires on 31st March 2015. The WNST board has expressed a high level of satisfaction with what has been achieved and has invited CBT to tender to extend its contract. Following negotiations, a new three year agreement has been concluded, as before on a full cost recovery basis. The Chairman and Deputy Chairman were kept informed during the process.
24. The main change in the working arrangement sees Stewart increasing his seconded hours from 3 days per week to full-time, taking account of the planned increased workload over the coming period. (This change has no effect on CBT, given that Stewart has been working elsewhere for 2 days per

week). Over the next year, in addition to the existing grants programmes supporting community sports activities in LB Brent and disability sport across Greater London, WNST will be developing new work in other parts of England, reflecting the fact that Wembley is the English national stadium.

25. You will, of course, be kept informed of progress over the coming years.

Increasing access to Arts Institutions for Adults with learning disabilities

26. You will recall that you commissioned Lemos & Crane in 2014 to research the current position regarding access to the major arts and cultural institutions in London (e.g. galleries and museums) for adults with learning disabilities. A report on the key findings has been produced and is available for Members on request. The research has stirred interest within the sector, including a recent (supportive) article in *The Stage*.
27. While there are some pockets of good practice, indeed some excellent work (e.g. LSO), on the whole there are significant gaps in the "offer" made by these institutions for this cohort. This is not deliberate but merely an oversight in most cases and, in some, perhaps some propensity (conscious or otherwise) to turn a blind eye in the absence of clear knowledge as to how to tackle the problem – including the fear of "doing the wrong thing".
28. Early feedback from those organisations consulted and from other funders (including the Arts Council, Heritage Lottery, Paul Hamlyn Foundation) shows a genuine appetite for addressing this issue. There is both scope and appetite to act on the findings of this research, namely: to share the good practice that already exists; to help more organisations develop and implement their practice; and for funders to work collaboratively to both encourage and, where necessary, enforce good practice.
29. Arts organisations which have expressed interest in supporting the development of innovative and exemplar projects include: British Museum; British Library; Tate; British Council; The Old Vic; National Gallery; London Symphony Orchestra; Whitechapel Gallery; Victoria & Albert Museum.
30. Officers intend to bring a detailed proposal to your May Committee which will outline a plan-of-action to progress this issue over the next three years. The project will form part of your specific 20th Anniversary activities given that it builds on the excellent work of the Trust over the past 20 years in supporting the greater inclusion of disabled Londoners.

Communications

Branding

- 31 At your last meeting, it was agreed that officers would provide a draft 20th Anniversary Year Strapline and an elevator pitch. The following draft strapline is proposed:

City Bridge Trust: celebrating 20 years of investing in Londoners.

32. The elevator pitch will need to reflect the Trust's vision, mission and values and it is proposed that these are updated to better mirror the Trust's operations today. The current statement of vision, mission and values is as follows:

Vision: to work for change to benefit the people of London.

Mission: to address disadvantage by supporting charitable activity across Greater London through quality grant-making and related activities within clearly defined priorities.

Values: independence, inclusion and fairness.

It is suggested that this is updated to read:

Vision: a fairer London

Mission: to support disadvantaged Londoners through grant-making, social investment, encouraging philanthropy and influencing public policy.

Values: independence, inclusion and integrity.

Below is the suggested elevator pitch.

The City of London Corporation's charity, City Bridge Trust, is London's largest independent grant-maker. We fund a broad range of work focused on tackling disadvantage in London: from improving Londoner's mental health to improving London's environment; from supporting community garden schemes to supporting survivors of hate crime.

33. Your views and feedback on the proposals for updating the Trust's vision, mission and values, together with the anniversary strapline and elevator pitch, would be appreciated.
34. In addition, officers suggest a set of Questions and Answers are drawn up to support the elevator pitch. As a first step, a set of proposed Questions is

listed below. Again, Members feedback as to whether these are the right questions would be appreciated.

Q: Where does City Bridge Trust's money come from?

Q: How do you decide on what to spend your money?

Q: How do you know your grants make a difference to Londoners?

Q: What is the relationship between the City of London Corporation and City Bridge Trust?

Q: How do we apply for funding?

Q: How much money do you give away?

Q: Would you fund X project?

Q: What is *City Philanthropy: a wealth of opportunity*?

Q: What is social investment?

Q: What social investments have you made?

35. It is proposed that, subject to your views on the above, a short, sharp 20th anniversary communications briefing paper is circulated to you by the end of March which will include the agreed versions of the above, along with key messages, and a time line of 20th Anniversary events. It is proposed that your annual dinner on 30th June would be an appropriate time, to set out your 20th Anniversary stall. This will also allow strategic grant themes and detail to be considered at your May 2015 meeting.

Press Coverage

36. Since your last meeting, the following media coverage has been achieved by the media team of the Public Relations Office:

Charity	Publication	Circulation	Links	Reach
	Harrow Times (Holocaust survivors freedoms)	39,973	http://www.harrowtimes.co.uk/news/11737153.Holocaust_survivor_given_London_freedom/?ref=mr	Harrow-wide
	Jewish Chronicle (Holocaust survivors freedoms)	21,664	http://www.thejc.com/news/uk-news/128522/holocaust-survivors-ben-helfgott-and-sabina-miller-given-freedom-city-london-hon	UK Jewish Community
RAF Museum	Warbirds News		http://www.warbirdsnews.com/aviation-museum-news/city-bridge-ridge-trust-aids-museum-program-engage-older-visitors.html	UK wide
RAF Museum	Air Scene		http://www.airscene.co.uk/news/aviation-news-uk/aviation-museum-news/city-bridge-trust-aids-museum-engage-older-visitors/	UK wide
RAF Museum	Mature Times	200,000	http://www.maturetimes.co.uk/city-bridge-trust-donated-87600-towards-program-engage-older-visitors/	UK over 50s
City Philanthropy	UK Fundraising		http://www.fundraising.co.uk/2015/02/03/adventure-philanthropy-network-inspired-50-launch-london/	Fundraising community
City Philanthropy	The Londonist	80,711	http://londonist.com/2015/02/things-to-do-in-london-monday-16-february-2015.php	London-wide

In addition, Champollion secured coverage of the Inspired 50 launch (see paragraph 22) in UK Fundraising and The Square Mile. You may also be interested to note that the Trust's Twitter followers have recently exceeded 2,000.

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Chief Grants Officer

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Change for good

A summary of the report from the Commission on the future of local infrastructure

One in three of us take part in social action, doing something to make a difference in our communities. Many of us join one of the 900,000 organisations that support social action. Most of this social action is self-sufficient but from time to time people need help. They need help with making community voices heard by decision makers, finding volunteers, fundraising, organisational development and keeping within the law. In other words – they need infrastructure support.

NAVCA was concerned that many could get left behind by the quickening pace of social, political, economic and technological change. This is why it established the Independent Commission on the Future of Local Infrastructure. The starting point was how local infrastructure will meet the ever-growing demand for support with shrinking resources.

The Commission found that infrastructure will be needed in some form as long as people come together to form voluntary organisations and community groups. But the infrastructure of the future is likely to be a much leaner enabler, broker and catalyst rather than necessarily a deliverer.

If the message to funders is to invest, the message to infrastructure has to be to change. This must be a 'something for something' deal.

The Commission found plenty of infrastructure bodies around the country responding in new and innovative ways to the changing environment. It also identified challenges for social action that are addressed in the Commission's recommendations.



"Infrastructure needs to be financed, but it also has to undergo a redesign. It needs to be leaner, meaner and more technologically savvy. It needs to act as a lever bringing in new resources to the sector, including social investment, crowd funding and pro bono support. It needs to be the enabler of voice and the advocate of community action. It needs to collaborate and share more cost effectively. It needs to promote and develop the 'time economy', co-production and good volunteering practices. Above all, it needs to help the sector with foresight and managing change, because the pace of change is not going to slow."

Sara Llewellyn
Chair of the Commission

The Commission's recommendations

Main recommendation:

Local infrastructure needs to be redesigned and creatively resourced to meet the challenges of tomorrow.

Recommendations for local infrastructure

1. Make sure you have the necessary skills available to help you navigate change effectively, build strong relationships, enable good management, focus scarce resources, demonstrate your value and support others in doing so.
2. Redesign your 'offer' to focus more on brokering relationships, especially in co-production, the 'time economy' and with potential corporate sector partners which can offer pro bono support through

volunteering, mentoring, and board members.

3. Promote and support other socially active organisations and groups. Work together in solidarity across local and regional geographies, for best possible support and representation, to influence decision-makers at all levels.
4. Demonstrate your social value, economic contribution and communicate your impact: to funders, your local council and other public bodies, local business, and the general public.
5. Insist on your seat at the planning tables which affect your communities and use your influence on them effectively and accountably.

Recommendations for independent funders

6. Offer longer-term funding for infrastructure organisations or functions to support social action in local areas. Funding should not be focused solely or primarily on innovation.
7. Collaborate with other funders to maximise impact and to help infrastructure bodies make more effective use of new forms of organising social action and the changing world of social finance.
8. The Big Lottery Fund should use its influential position as a funder of social action to convene a round table, with funders and infrastructure bodies, to consider how to enable the redesign of infrastructure bodies.

The value of local infrastructure

The Commission carried out a thorough investigation into local infrastructure. Over 250,000 words of evidence were read and the Commission interviewed infrastructure providers, voluntary organisations, community groups, public sector bodies, the private sector and academics. The research

demonstrated beyond any doubt the value of infrastructure.

Small organisations and groups, often led and run entirely by volunteers, have a huge impact in their local areas. The Commission found many rely on local infrastructure organisations to help

them stay up-to-date with changes in policy and legislation, work in partnership with other groups, recruit and retain volunteers, manage crises and have the foresight to grow and develop. They found that infrastructure doesn't just fill a need, it also creates success. As the Office

9. Offer short-term funding to support the redesign local infrastructure bodies.
10. The Big Lottery Fund should consider extending the Big Assist initiative to enable more infrastructure organisations to access support.

Recommendations for central and local government and local commissioning bodies

11. Engage with the ideas in this report, and be ready to continue the dialogue it opens, offering your support in principle.
12. Act strategically to fund core infrastructure functions at the local level, to act as a multiplier, drawing in other resources and creating social capital.

13. Provide a VCS seat on key planning fora to ensure community input to local decision making.
14. Collaborate with independent funders, infrastructure bodies, and others to invest in supporting social action and strengthening communities.
15. Listen to the stories the sector tells, and understand the value they demonstrate; share them widely, and respond to them appropriately.

Recommendations for the business community

16. Make sure your local representative bodies are connected to your local infrastructure bodies and able to help you get involved.

17. Work with your local infrastructure bodies to implement your corporate social responsibility strategy.
18. Deploy the skills of your workforce for the benefit of local charities and community groups. A finance assistant can help a community group organise its finances, for example.
19. Develop a volunteering policy for staff including incentives such as paid time to volunteer and a say in your company’s corporate social responsibility strategy.

for Civil Society has said, groups accessing infrastructure support have a “substantially higher likelihood of success in grant applications and bidding for contracts”.

Crucially, the Commission found that infrastructure support must

be resourced, But rather than support the status quo, funding should help infrastructure adapt to ensure local communities get the support they need.

WHAT IS INFRASTRUCTURE SUPPORT?

The purpose of local infrastructure bodies is to provide services, support and advice to, and promote, local charities, community groups and social enterprises that deliver social action.

A good infrastructure body will offer the right mixture of support, challenge, leadership, resource, skills and knowledge. It will also help to foster relationships between the local voluntary sector, public bodies and local business. They also promote social action and make sure local communities have a voice.

NAVCA's response to the Commission report

NAVCA is in no doubt that infrastructure's future viability depends upon the willingness of local infrastructure organisations to redesign and rationalise their services and support. NAVCA will support and promote the implementation of the Commission's findings, specifically, we will:

1. Promote the findings of the Commission and monitor the progress in implementing its recommendations.
2. Publish a review of progress on implementation of the Commission's recommendations in early 2016.
3. Provide opportunities for local infrastructure bodies and their partners to learn from each other and offer mutual advice and support.
4. Host a series of round table events in partnership with NCVO for local, national and specialist infrastructure organisations to create a collaborative approach to shaping the future of local infrastructure.
5. Work with funders at all levels to develop creative and sustainable solutions to secure the future of infrastructure.
6. Ensure that NAVCA itself complies with and models the best qualities of an infrastructure body as described by the Commission, and continually challenge our members to do the same.

We are grateful to the Commission for taking on this important piece of work. It reaffirms the significance of local infrastructure and carries important messages for all of us who care about local voluntary action, first and foremost that it needs long term support.

NAVCA is the national membership body for local infrastructure. We

support our members in their work with over 160,000 local charities and community groups. NAVCA is dedicated to helping people run and be involved with successful local charities and community groups. We also help communities have a say in local services.

To download the full report go to www.navca.org.uk/commission-report

NAVCA is the national membership body for local infrastructure. We support our members in their work with over 160,000 local charities and community groups. NAVCA is dedicated to helping people run and be involved with successful local charities and community groups. We also help communities have a say in local services.



"This report shows how essential infrastructure support is to generating and supporting local community action. It also shows the need to change. Some NAVCA members are already at the leading edge, delivering innovative services. The challenge for NAVCA members is to be as good as the best. The challenge for NAVCA is to help them get there."

Caroline Schwaller
Chair, NAVCA

APPENDIX 1

Investing in Londoners - Strengthening the Third Sector grants awarded

Organisation	ID	Meeting Date	Grant amount	Recommendation
Black Training and Enterprise Group (BTEG)	12410	27/11/14	£165,000	£165,000 over three years (3 x £55,000) for the 'Valuing Volunteers Project' with funding to cover the costs of a part-time (0.7 FTE) project manager and support costs.
Camden Volunteer Bureau	12362	25/09/14	£125,300	£125,300 over two years (£62,200; £63,100) for the costs of the Best Practice Service, promoting improved volunteer management for voluntary organisations in Camden.
Community Action Southwark	12138	10/04/14	£146,900	£146,900 over three years (£47,800; £49,100; £50,000) towards a full-time (35 hours per week) Outcomes Framework Development Officer and running costs for Community Action Southwark's monitoring and evaluation support programme.
Cranfield Trust	12239	27/11/14	£128,000	£128,000 over two years (£66,000; £62,000) for a London-wide programme matching expert volunteers with charities seeking consultancy support.
Enfield Voluntary Action	12114	19/06/14	£123,000	£123,000 over three years (£26,200; £48,200; £48,600) towards the salaries of a Community Accountant (20hrs) and Development and Funding Advice Manager (20hrs) and on-costs, to provide monitoring and evaluation and financial training support to voluntary and community organisations in Enfield.

Ethical Property Foundation	12231	25/09/14	£147,500	£147,500 over three years (£49,700; £49,300; £48,500) towards the provision of the London Property Advice Service to benefit voluntary organisations across London.
GlobalGiving UK	12179	19/06/14	£79,450	£79,450 over three years (£27,500; £25,850; £26,100) towards a part-time (0.56 FTE) Volunteer Coordinator Manager, plus running costs, in order to expand the GlobalGivingTime platform for London-focused charities.
Hackney Council for Voluntary Service	12247	25/09/14	£157,000	£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 helping frontline organisations improve their monitoring, evaluation and impact reporting, and their financial management skills.
HAVCO	12246	25/09/14	£156,500	£156,500 over three years (£51,800; £52,000; £52,700) for the salary of a f/t Volunteer Centre Manager and project costs to improve the quality of volunteering opportunities and management in Havering.
Local Accountancy Project	12164	15/05/14	£101,000	£101,000 over three years (£35,400; £32,800; £32,800) for the part-time (28hpw) salary costs of a Business Support Manager and related project running costs.

London Funders	12136	12/02/14	£100,000	£100,000 over two years (£50,000; £50,000) towards the core costs of London Funders on condition that a satisfactory revised budget is submitted to take account of the increased activity and related spend to deliver LF's strategic plan.
Mentoring and Befriending Foundation (MBF)	12374	28/01/15	£116,300	£116,300 over two years (£56,900; £59,400) towards the salary and associated running costs of a programme to improve how mentoring and befriending organisations monitor and evaluate their services and report on their impact.
National Association of Child Contact Centres	12451	27/11/14	£65,700	£65,700 over two further and final years (£32,500; £33,200) towards the salary and related costs of a London Support Worker (80 days per year) and a Development Manager (24 days per year).
One Westminster	12030	12/02/14	£94,000	£94,000 over two years (£46,300; £47,700) towards the salary and support costs of an Organisational Development Officer (2 days pw) and an Information and Communications Officer (2 days pw) to deliver Voluntary Action Westminster's Just for You programme.
Race On The Agenda	12171	19/06/14	£55,000	£55,000 over one year towards the full-time salary and associated running costs of a Specialist Project Officer providing training, capacity building support and advice and information on the Equalities Act 2010. Release of the grant is subject to receipt of a satisfactory monitoring report for year 2 of the current grant.

Timebanking UK	12258	25/09/14	£132,100	£132,100 over three years (£50,060; £42,320; £39,720) towards Timebanking UK's work to support the London timebanks. Release of the grant in year 1 is subject to the receipt of quarterly management accounts.
Tower Hamlets Council for Voluntary Service	12387	27/11/14	£180,000	£180,000 over three years (£68,000; £56,000; £56,000) towards the salary of a f/t Development Worker to deliver support and training on finance, monitoring, and impact reporting.
Voice4Change England	12134	19/06/14	£60,000	£60,000 as a third year's contribution towards the full-time salary and associated running costs of a project developing models of collaborative and partnership working.
Voluntary Action Lewisham	12285	16/07/14	£150,000	£150,000 over three years (3 x £50,000) for the salary of a p/t (28hpw) Development Officer and the operational/delivery costs of a project to improve the evaluation and marketing skills in small organisations in Lewisham.

THE CITY BRIDGE TRUST

**Professional Development Events, Conferences and Seminars
Attended 1ST January to 25th February 2015**

Date	Organisation	Type of Event	City of London's Representative	Location/ Borough	Summary
09/01/15	FareShare	Visit	Vivienne Littlechild; Chief Grants Officer	Deptford	A visit to a CBT grantee to see some of the work you are funding in action.
15/01/15	Beacon Fellowship Charitable Trust	Judging Panel	Chief Grants Officer	London EC4	The Chief Grants Officer was asked to sit on the judging panel for the Beacon Awards for Philanthropy 2015.
23/01/15	Down's Syndrome Association	Visit	Deputy Town Clerk; Chief Grants Officer	Middlesex	A visit to a CBT grantee to learn more about the work you are funding.
27/01/15	London Funders/Partnership for Young London	Seminar	Ciaran Rafferty, Principal Grants Officer	Hoxton Square, N1	A seminar entitled "Vision for Young Londoners" aimed at establishing common objectives for providing support and services to young people.
30/01/15	UBS	Seminar	Tim Wilson, Principal Grants and Social Investment Officer	City	A well-attended seminar for the UBS volunteers who will work alongside your officers to support and assess applicants to your Stepping Stones Fund.
05/02/15	London Funders	Children & Young People sub-group	Ciaran Rafferty, Principal Grants Officer	Kings Cross	Your officer chairs this quarterly meeting. Informative presentations were made from Safer London and from Children's Rights Alliance.
20/02/15	Interlink	Visit	Chief Grants Officer	London N16	A visit to a CBT grantee to learn more about the work you are funding.

24/02/15	London Funders	Seminar	Chief Grants Officer; Deputy Chief Grants Officer; Cheryl Chapman.	CCLA , EC4	A learning event to launch the London's Giving network (see CGO Progress Report for more information).
25/02/15	Woburn Place Collaborative	Seminar	Deputy Chief Grants Officer	Local Trust, Islington N1	WPC is a network of funders concerned with social justice. The main topic of discussion was theories of change and how do funders know they are making a difference.

General Events and Receptions
Attended 1st January to 20th February 2015

Date	Organisation	Type of Event	City of London's Representative	Location/Borough	Summary
20/01/15	City of London Corporation	Freedom Ceremony	Chairman; Deputy Chairman; Chief Grants Officer; CBT team (5)	Mansion House	A Freedom Ceremony for 2 survivors of the Holocaust. This event was organised with the Holocaust Memorial Day Trust to mark the 70 th Anniversary of the liberation of Auschwitz-Birkenau and also the 20 th Anniversary of the genocide in Srebrenica.
27/01/15	Beacon Fellowship Charitable Trust	Reception	Chief Grants Officer	Mayfair	Beacon Fellows Paul Marshall and Marcelle Speller in conversation on philanthropy, followed by a reception for Beacon Awards 2015 nominees.
18/02/15	City of London Corporation	Freedom Ceremony	Chairman; Deputy Chief Grants Officer; CBT team	Chamberlain's Court	A Freedom Ceremony, attended by family and friends, for the Chief Grants Officer and for Ade Adetosoye (Director of Community & Children's Services).
29/02/15	Prince's Trust	Dinner	Deputy Chairman	Hilton Hotel	A dinner for the Prince's Trust in the presence of HRH the Prince of Wales.

Committee	Dated:
The City Bridge Trust Committee	12 March 2015
Subject: City Bridge Trust Business Plan 2015-16	Public
Report of: Chief Grants Officer	For Decision

Summary

This report introduces the City Bridge Business Plan for 2015-16.

Recommendation

Members are asked to:

- **Approve the Business Plan 2015-16.**

Main Report

1. This paper introduces the City Bridge Trust Business Plan for 2015-16.
2. The format of the report is similar to those you have approved in previous years and follows the City of London Corporation's business planning framework. The plan is underpinned by your mission
3. Particular highlights this year include:
 - Implementation of the recommendations (where appropriate) of the strategic review of the Trust's operations, currently underway.
 - Better integration of the Trust's three main areas of activity, namely grant-making, social investment and City Philanthropy.
 - Plans to mark the Trust's 20th anniversary as a grant-maker.

Conclusion

4. The Business plan is a useful tool for managing the Trust's delivery of its strategic objectives. Regular updates will continue to be brought to this Committee. Now that the number of City Bridge Trust Committee meetings has been reduced from 10 to 6, it is proposed to provide an update at every other meeting.

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City Bridge Trust

Business Plan April 2015 - March 2016

Responsible Officer: David Farnsworth, Chief Grants Officer
Contact Officer: Jenny Field, Deputy Chief Grants Officer



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Section 1 City Bridge Trust

Introduction

City Bridge Trust (CBT/the Trust) is the grant-making arm of Bridge House Estates (BHE), a registered charity (1035628) the primary objective of which is to maintain the five bridges which cross the Thames into the City. In 1995 the Charity Commission approved a Scheme to widen the objects of the charity allowing it to distribute funds surplus to bridge requirements for charitable purposes for the benefit of Londoners. The City of London Corporation as Trustee of BHE has an obligation to apply the income of the charity to further its charitable purposes in accordance with the approved Scheme.

Vision, mission and values

- Vision: *to make London a fairer and more equal place in which to live.*
- Mission: *to reduce disadvantage by supporting effective charitable activity across Greater London through grant-making, social investment, encouraging philanthropy and using our learning from these activities to influence social policy.*
- Values: *independence, inclusion and fairness.*

Operating context and challenges ahead

These are unprecedented times for London's communities and its voluntary sector, with the following challenges ahead:

- A tough economic climate as the gap between rich and poor continues to grow.
- London local government has taken a 33% real term cut in service funding from Central Government between 2009/10 and 2013/14. Deeper public sector cuts are due from April 2015 and in 2016.
- The voluntary sector is experiencing ever greater calls on its services whilst at the same time facing reduced funding.
- There will be political uncertainty in the lead up to the General Election in May 2015 and the London Mayoral elections in 2016.
- London's population is growing and ageing, placing greater pressure on its infrastructure.
- A chronic lack of affordable housing.

Given this context, and the Trust's position as London's largest independent grant-maker, it is vital that its objectives are driven by a commitment to better understand the needs of London's communities and to work with others to use all of its resources to best meet those needs.

Section 2:

City Bridge Trust: Summary Business Plan 2015/16

<p>Our Strategic Aims are:</p>	<p>To reduce disadvantage throughout Greater London by supporting charitable activity through our three key areas of activity:</p> <ul style="list-style-type: none"> • Grant-making within clearly defined priorities. • Social Investment. • City Philanthropy – a Wealth of Opportunity, encouraging more giving amongst young City workers, earlier in their careers. <p>To learn from the above activities and collaborate with others to achieve maximum impact.</p>
<p>Vision / Key Objectives and /or Key Policy Priorities are:</p>	<p>We want to make London a better, fairer and more equal place in which to live.</p>

<p>Our Key Performance Indicators are:</p>		
<p>Description:</p>	<p>2013/14 performance</p>	<p>2014/15 target</p>
<p>Expend the annual grants budget in full on quality grants, in line with our objective of effective grant-making, for the benefit of London’s disadvantaged communities.</p>	<p>£17.8m awarded (baseline budget £14.95m + £3.5m for initiatives to tackle unemployment).</p>	<p>£18.6m (£14.95 + £3.5 c/f from 2013-14).</p>
<p>To support the joint strategy of the City of London Corporation and City Bridge Trust to grow the social investment market and to lead by example by administering the Social Investment Fund, for the ultimate benefit of London.</p>	<p>£1.8m committed for social investments.</p>	<p>£3m.</p>
<p>To increase the amount of philanthropic activity in the City through <i>City Philanthropy: a Wealth of Opportunity</i>, for the benefit of London’s charitable sector and the communities they serve.</p>	<p>City Funding Network (CFN) raised £40k for 6 charities. Beyond Me: 50 new teams launched across 20 companies. 350 individuals collectively raised £200k and donated 7,500 hours of business skills to their chosen charities.</p>	<p>CFN to raise at least £30k. Beyond Me to create 120 Giving Syndicates in City firms, investing over £720k. Baseline research completed on the level of individual giving in the City.</p>

Section 3

Our Financial Information

	Local or Central Risk	2013/14 Actual	2014/15 Original budget	2014/15 Latest Forecast Outturn	2015/16 Original Budget	Notes
		£000	£000	£000	£000	
Employees	L	752	728	797	854	1
Transport	L	2	4	3	4	
Supplies & Services (i)	L	315	199	378	341	2
Grants	C	18,787	15,950	20,486	15,950	
Total Expenditure		19,856	16,881	21,664	17,149	
Total External Income	L	44	77	77	104	3
Total Net Expenditure Before Recharges		19,812	16,804	21,587	17,045	
Recharges (including capital charges)		135	74	122	127	
Total Net Expenditure		19,947	16,878	21,709	17,172	

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Notes on Financial Information:

1. 2015/16 budget includes additional funding approved for Monitoring Officer
2. Includes additional income & expenditure for social investment and the Prince's Trust grant management.
3. External Income = Wembley National Stadium Trust (WNST) contract.

Section 4

Our Staffing

Our Staffing is made up of:

- Headcount: 17
- Number of full timers: 11
- Number of part timers: 5
- Vacancies: 1 (Monitoring & Compliance Officer – new post, 3-year fixed term contract)
- Turnover: Healthy
- Sickness absence: 53.9 FTE days January 1st – December 31st 2014
- Gender: 8 Female; 8 male
- Ethnicity: diverse and reflective of London's demographic and the groups with whom we work.

Notes on Staffing Information:

1. Staff numbers are relatively low for a grant-making trust such as this Trust. Part of the Strategic Resource and Impact Review currently taking place is looking at the efficacy and the adequacy of the Trust's resources. At a time of unprecedented demand on our services, we wish to ensure maximum impact delivered by a healthy staff team with appropriate capacity.

Learning & Development:

The Trust is strongly committed to the development of its staff team. As well as formal training opportunities, there are a wide variety of ways in which staff can learn 'on the job', including:

- Attendance at and active participation in funders' networks where issues relevant to our funding priorities, as well as good practice in grant-making, are discussed.
- Attendance at and active participation in conferences and seminars on topics relevant to our grant-making.
- Opportunities for administrative staff to accompany Grants Officers on assessment and monitoring visits.
- As board members of organisations, including London Funders, the Association of Charitable Foundations and NCVO.
- Making presentations on the Trust's work to London's voluntary sector.

Section 5 – Departmental Objectives 2015/16

For the coming year, the Trust has set the following 7 departmental objectives:

1. **Evidence-based Learning and Convening:** To use the Trust’s position as London’s largest independent grant-making charitable trust, and the related learning, expertise and convening power, to best effect in tackling disadvantage in London.
2. **Grant-making:** To maximise the impact of the funding available from the Trust.
3. **Social Investment:** To implement the Trust’s and the City of London Corporation’s shared social investment strategy.
4. **Philanthropy:** To encourage more philanthropy in the City for the benefit of Londoners by developing and deepening the understanding of the Trust’s and the City of London Corporation’s shared philanthropy strategy.
5. **Strategic Resource and Impact Review:** To ensure that the Trust is led by quality, strategic decisions and is resourced appropriately to deliver on those decisions.
6. **Communication:** To develop and implement the Trust’s communications plan (internal and external) for 2015/16.
7. **Performance and Corporate Management:** To maintain a suitably skilled staff team and to comply with the corporate Performance Development Framework.

Section 6: Objectives for 2015/16

Objective 1	Evidence-based Learning & Convening: To use the Trust's position as London's largest independent grant-making trust, and the related learning, expertise and convening power to best effect in tackling disadvantage in London.
Priority and rationale (why are you doing it?)	In the context of a harsh economic climate, with deeper cuts to come from 2015/16, it is vital the Trust uses all the assets at its disposal – financial, intellectual and its power as a convenor – to maximise its effectiveness in supporting London's communities. The Trust is a rich repository of information; it will share the learning it garners through its grant-making and social investments.

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
1.1 Implementation of the Trust's Learning Plan.	From April 2015 onwards.	The Trust's work during 2015/16 will be underpinned by its Learning Plan comprising a programme of activities for the year.	Chief Grants Officer (CGO)/Grants Officers (GOs)	CBT
1.2 The Trust will build on its external links with organisations such as London Funders and the Association of Charitable Foundations as well as other funders to improve all of our understanding of need in London.	Throughout 2015/16	<ul style="list-style-type: none"> London's Giving becomes a recognised brand. Local Giving schemes are established in at least 4 new boroughs. 	Deputy Chief Grants Officer (DCGO)/GOs	CBT
1.3 The Trust will improve the knowledge and evidence base that informs its grant-making.	<ul style="list-style-type: none"> April 2015 From April onwards 	<ul style="list-style-type: none"> Each Grants Officer will be the designated lead in at least one broad topic area and will deepen their knowledge in that area. Each Grants Officer will cascade their learning by making at least one presentation to the Committee and updating the team on key policy changes. 	DCGO/GOs	CBT

		<ul style="list-style-type: none"> Each Grants Officer will develop at least one strategic initiative in their subject area. 		
1.4 The CBT Team will identify gaps in our knowledge relative to the needs of Londoners and commission research accordingly.	Throughout 2015/16	The CBT Team will be better informed about the needs of Londoners and therefore better able to target resources more effectively.	CGO/GOs	CBT
1.5 Review the effectiveness of the Trust's approach to programme evaluation.	September 2015	The Trust has the evidence with which to adapt the delivery of its grants programme to make it more effective.	Principal Grants & Social Investment Officer (PGSIO)/GOs	CBT
1.6 Each Grants Officer actively participates in external networking and learning events.	Throughout 2015/16	<ul style="list-style-type: none"> Grants Officers' knowledge and experience is used to inform the wider policy debate. The Trust's reputation as a thoughtful and progressive funder is maintained and enhanced. 	GOs	CBT
1.7 The Trust will work more closely with other departments to leverage the expertise of the City of London Corporation as a whole.	Ongoing	<ul style="list-style-type: none"> Other departments better understand the work of CBT and how to use CBT to access London's communities. 	CGO/GOs	CBT

Objective 2.	Grant-making: To maximise the impact of the funding available from the Trust.
Priority and rationale (why are you doing it?)	The needs of Londoners are greater than the resources available and it is essential that the Trust aims to maximise its impact.

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
2.1 Awareness of the Trust's grants programmes is maintained through the website and funding presentations.	Throughout 2015-16	<ul style="list-style-type: none"> High quality applications are received that meet the Trust's priorities and each is subject to full assessment. Applications are received from all London boroughs, including 10% from new applicants. 	CGO/GOs CGO/GOs	CBT
2.2 Implementation of the Grants process Review of CBT (as part of the CBT Resource & Impact review).	From April 2015	That the recommendations on how the Trust can improve its grant-making processes are reviewed, revised and embedded during the year.	CGO/GOs	CBT
2.3 Respond to the findings of the CoLC Grants Review.	June 2015	The Trust is offering its experience and expertise to help improve the CoLC's wider grant-making.	CGO/GOs	To be determined
2.4 Review the criteria for strategic initiatives.	September 2015 September 2015 March 2016	<ul style="list-style-type: none"> Grants Officers understand how strategic initiatives can complement the Trust's wider grant making. Grants Officers are confident to put forward proposals for and to process strategic initiatives. Up to 10% of the grants spend is directed to strategic initiatives. 	CGO/GOs CGO/GOs	CBT
2.5 Implementation of the CBT Grants Manual.	From April 2015 onwards	The quality and consistency of grants assessment and management is improved.	CGO/GOs	CBT

2.6 The Trust will undertake at least one funder collaboration to tackle an issue affecting Londoners.	March 2016	There will be a greater impact on a particular issue by combining the funding and expertise of the Trust with that of its partner(s), demonstrated by robust external evaluation.	CGO/GOs	CBT
2.7 The Trust continues to provide the grant-making and governance of Wembley National Stadium Trust (WNST).	April 2015	<ul style="list-style-type: none"> • A new three-year contract covering April 2015 – March 2018 in place. 	CGO/Principal Grants Officer (PGO)	WNST contract
	Ongoing	<ul style="list-style-type: none"> • WNST Board is serviced to a high standard. 	PGO	
	Ongoing	<ul style="list-style-type: none"> • WNST's legal requirements are met within requisite time frames. 	PGO	
	June 2015 & January 2016 November 2015	<ul style="list-style-type: none"> • Two LB Brent grant rounds successfully completed. • An England-wide scheme developed and agreed by WNST Board. 	PGO	

Objective 3	Social Investment: To implement the Trust's and the City of London Corporation's shared social investment strategy.
Priority and rationale (why are you doing it?)	To grow the social investment market in order to diversify and increase the funding available to achieve social impact.

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
3.1 At least a further £3m of the Social Investment Fund committed.	October 2015	Contracts will be signed with investees to the value of at least £1.5m by May 2015 and £3m by October 2015.	CGO/PGSIO	CBT, Chamberlains and City Solicitors
3.2 Grants are awarded on the new Stepping Stones programme.	May 2015 and potentially a 2 nd round later in the year, depending on the amount awarded in Round 1.	<ul style="list-style-type: none"> £1m Stepping Stones fund is fully committed. The success of the scheme is reviewed and a successor scheme is planned. The Trust builds on the success of this fund to better integrate its social investment and grant-making processes. 	CGO/PGSIO CGO/PGSIO CGO/PGSIO	CBT and Chamberlains
3.3 Review the findings of the Resource & Impact Review with respect to Social Investment.	June 2015	<ul style="list-style-type: none"> The Trust's work on social investment and grant-making are better integrated. 	CGO/PGSIO	CBT
3.4 A communications plan for social investment is in place.		Trust officers and Social Investment Board (SIB) members are clear on its key messages, as well as the leading members of CoLC's executive and Membership (as identified in the plan).	CGO/PGSIO (in conjunction with PRO & EDO)	CBT, PRO and EDO

Objective 4	Philanthropy: To encourage more philanthropy in the City for the benefit of Londoners by developing and deepening the understanding of the Trust and the City of London Corporation's shared philanthropy strategy.
Priority and rationale (why are you doing it?)	The Trust's 'City Philanthropy – a Wealth of Opportunity' initiative is encouraging more philanthropic giving (of both time and money) by City workers earlier in their careers for the benefit of London and beyond. City Philanthropy aims to embed philanthropy as part of a successful career in the City.

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
4.1 To increase philanthropic activity amongst City Professionals.	December 2015	<ul style="list-style-type: none"> City Funding Network (CFN) organises at least two fundraising events. Each CFN event raises at least £15,000 for good causes. Beyond Me is on track to have created 120 Giving Syndicates in City Firms, investing over £720,000 in charity projects. The Beacon Award for City Philanthropy Fellow(s) promote City Philanthropy and inspire those new to philanthropy. 	DCGO/Director of City Philanthropy (DCP) DCGO/DCP DCGO/ DCP DCGO/DCP	Grant via Association of Charitable Foundations (ACF).
4.2 The City Philanthropy strategy is communicated to target audiences within CoLC and senior ambassadors are recruited.	December 2015	City Philanthropy has taken maximum advantage of the reach and influence of the CoLC in order to raise awareness about philanthropy, its role and its relevance.	CGO/DCP	Grant via ACF
4.3 Review and development of the DonorWISE training programme.	July 2015	Participants report increased confidence and skills to undertake philanthropic activity.	DCP	Grant via ACF

4.4. The City Philanthropy website is re-vamped.		The City Philanthropy website is the 'go-to' site for those wishing to find out more about how to be a philanthropist.	DCP	Grant via ACF
4.4 Research undertaken by Cass Business School into the size, scale and value of philanthropy in the City is successfully launched.	TBC	City Philanthropy has a robust evidence base against which to measure its success.	DCP	Grant via ACF
4.5 A learning event on philanthropy.	Autumn 2015	Well-attended event by target audience with high quality content evidenced by excellent feedback from participants.	DCP	Grant via ACF

Objective 5	Strategic Resource & Impact Review: To ensure that the Trust is led by quality, strategic decisions and is resourced appropriately to deliver on those decisions.
Priority and rationale (why are you doing it?)	The needs of Londoners are greater than the resources available and it is essential that the Trust aims to maximise its impact.

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
5.1 Revise the grant-making policy to separate policy from procedure.	Sept 2015	<ul style="list-style-type: none"> A revised policy is developed, consulted on and agreed by Court of Common Council (CoCo) as recommended by the CBT Committee. Members are able to concentrate on making decisions on grant applications and the strategic direction of the Trust and are not involved in making decisions about operational matters. 	CGO	CBT and City Solicitors
5.2 An action plan is drawn up to take forward the recommendations of the Review (where appropriate)..	June 2015	<ul style="list-style-type: none"> The plan is time-bound and realistic. Resources are identified to take the Trust's work forward. 	CGO	CBT
5.3 The Trust's Committee Members are able to play their full part in the governance of the Trust's work.	Ongoing	<ul style="list-style-type: none"> All new Members receive a full induction within 2 months of joining the Committee. Each Member attends at least 2 grantee visits/events. 	CGO	CBT
5.4 A programme of themes is established for each Committee meeting.	April 2015 onwards	<ul style="list-style-type: none"> Members feel better informed about London's needs. Members and officers gain a deeper understanding of how the private, public and voluntary sectors can work together for London's strategic benefit. 	CGO/GOs	CBT

<p>5.5 A programme of activity relating to the Trust's 20th anniversary as a grant-maker will be delivered.</p>	<p>Throughout 2015-16</p>	<ul style="list-style-type: none"> • A Funder-Plus programme will be launched to help build the resilience of organisations funded by the Trust. • A new Learning Programme will be launched that builds on the lessons of the past 20 years, in collaboration with other funders and our membership bodies, London Funders and Association of Charitable Foundations. • Themes for a cohort of 20th anniversary strategic grants will be agreed. • A 20th anniversary learning event for CBT grantees to be delivered. 	<p>CGO/GOs</p>	<p>CBT</p>
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Objective 6	Communication: To develop and implement the Trust's communications plan (internal and external) for 2015-16.
Priority and rationale (why are you doing it?)	Good communication will amplify the work of our grantees, the Trust and the CoLC as its trustee. This should encourage grant applications, and take forward the social investment and philanthropy work, whilst enabling the dissemination of learning.

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
6.1 A Communications Plan for the Trust's 20 th anniversary is drawn up.	April 2015	The Trust is able to communicate the impact of its work to target audiences (both internal and external).	DCGO/Communications Officer (CO)	CBT + PRO & Champollion
6.2 The Trust will re-develop its website as a simple to use, inclusive, collaborative tool.	September 2015	The website is refreshed and is improved as a platform for sharing learning and good practice.	DCGO/CO	To be determined
6.3 The work of the Trust is communicated internally through Members inductions, induction days for new staff, department Team meetings.	Throughout 2015	The work of the Trust is more widely understood across the City of London Corporation.	CGO/GOs	CBT
6.4 The work of the Trust is communicated externally to target audiences.	Throughout 2015 June 2015 & October 2015 Ongoing	<ul style="list-style-type: none"> At least 4 presentations to targeted audiences 2 publications of the Knowledge are produced Regular tweets of funded work. 	CGO/GOs	CBT

Objective 7	Performance & Corporate Management: To maintain a suitably skilled staff team and to comply with the corporate Performance Development Framework.
Priority and rationale (why are you doing it?)	A well-trained and enthusiastic team, working to a coherent plan and outcomes, will inevitably produce the best results.

Actions / Milestones	Target Date	Measure of Success	Responsibility	Resources
7.1 The full team complement will be maintained.	Ongoing	<ul style="list-style-type: none"> All vacancies filled within 3 months. All new starters receive an induction upon arrival at the Trust. 	CGO	CBT
7.2 All staff will complete required training & appraisals within specified deadlines.	Ongoing	All staff are fully conversant with the Performance Development Framework and actively participating in appropriate/ required training and appraisal process.	CGO/DCGO/2 x PGOs.	CBT
7.3 The adequacy of the staffing complement will be reviewed in the light of the Strategic Resource & Impact review.	June 2015	The Trust has adequate resources in place to enable it to meet its objectives for the benefit of London's communities.	CGO	To be determined
The Trust will continue its annual cycle of review, planning and team-building.	February 2016	Actions from the away day feed directly into the Business Plan.	CGO	CBT

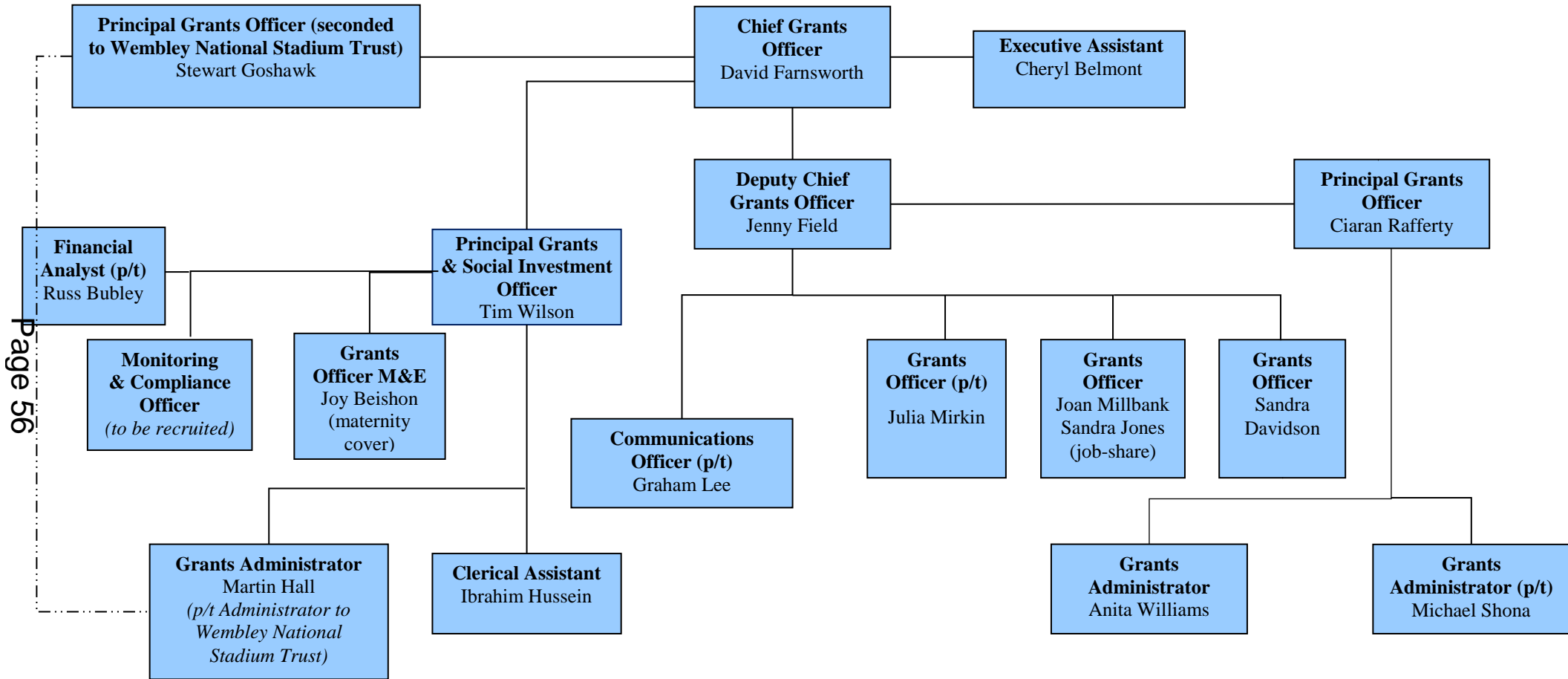
Section 7 - Risk Management 2015-16

This Risk Register reviews the risks facing City Bridge Trust, the charitable funding arm of Bridge House Estates. In order to comply with current legislation (SORP 2005), the Trustee is required to report on risk management in its Annual Report. Copies of the 2013/14 report have been circulated and are available on the Trust's website.

Risk is reviewed regularly as part of the Departmental Management process and is reviewed on a quarterly basis, to ensure that the Trust is clear on the nature of the risks it faces in the orderly completion of its business and the actions in place to ameliorate the level of risk are appropriate and proportionate. This is reported to the City Bridge Trust Committee as part of the quarterly Business Plan cycle.

The following table is an extract from the Bridge House Estates Risk Register:

Risk No.	Risk (Short description)	Risk Owner	Committee	Existing Controls	Current Risk				Planned Actions	Target Risk		
					Likelihood	Impact	Rating	Direction		Likelihood	Impact	Rating
Grants												
CBT1	Financial loss through fraud or theft.	Chief Grants Officer	The City Bridge Trust	Rigorous grants assessment and grants management systems. Comprehensive checks and balances before payments authorised. Grants management and financial system approved and regularly reviewed by Internal and External Audit. Due Diligence Review completed by Internal Audit December 2012.	Rare	Serious	G	↔	Funds for a three-year Monitoring Officer recently approved. Officer in post by April 2015.	Rare	Serious	G
CBT2	Negative publicity and damage to the City of London Corporation's reputation.	Chief Grants Officer	The City Bridge Trust	The Trust operates an open and transparent grant assessment and decision-making process. It works closely with City of London Corporation's Public Relations Office.	Rare	Serious	G	↔	Communications Plan for the Trust is in draft.	Rare	Serious	G
CBT3	Major failure in IS systems leading to significant disruption to business, inability to meet legal or regulatory requirements, effect on health and safety, financial or reputational loss.	Chief Grants Officer	The City Bridge Trust	Contingency back-up plan is in place.	Rare	Extreme	A	↔	Back-up systems are ongoing.	Rare	Extreme	A



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Committee:	Date:
The City Bridge Trust Committee	12 March 2015
Subject: Investing in Londoners - statistical report – September 2013 to February 2015	Public
Report of: Chief Grants Officer	For Information
Summary	
<p>The Investing in Londoners programmes opened in September 2013 and the first awards were made in January 2014. This paper is the second in a series of six monthly reports. The first report covering applications received from September 2013 – July 2014 (10 months) and grant making from January – July 2014 (6 months) was tabled at your January 2015 committee meeting.</p> <p>This report provides a statistical analysis of the 401 applications submitted from September 2013 to January 2015 (16 months), and the 165 grants awarded (totalling £12,375,042) from January 2014 to January 2015 (12 months). The report analyses application numbers; awards by individual grant programmes and by London boroughs; as well as data on beneficiaries (including equalities data). Supporting data tables are shown in annex A to the report.</p> <p>The report concentrates on applications and awards made under those Investing in Londoners programmes which are open to all eligible organisations. As such, the report does not examine Strategic Initiatives, Partnership Programmes, or the London Youth Quality Mark. These will be considered separately in a monitoring report to be tabled later in 2015.</p> <p>Recommendations</p> <p>Members are asked to note the report.</p>	

Main Report

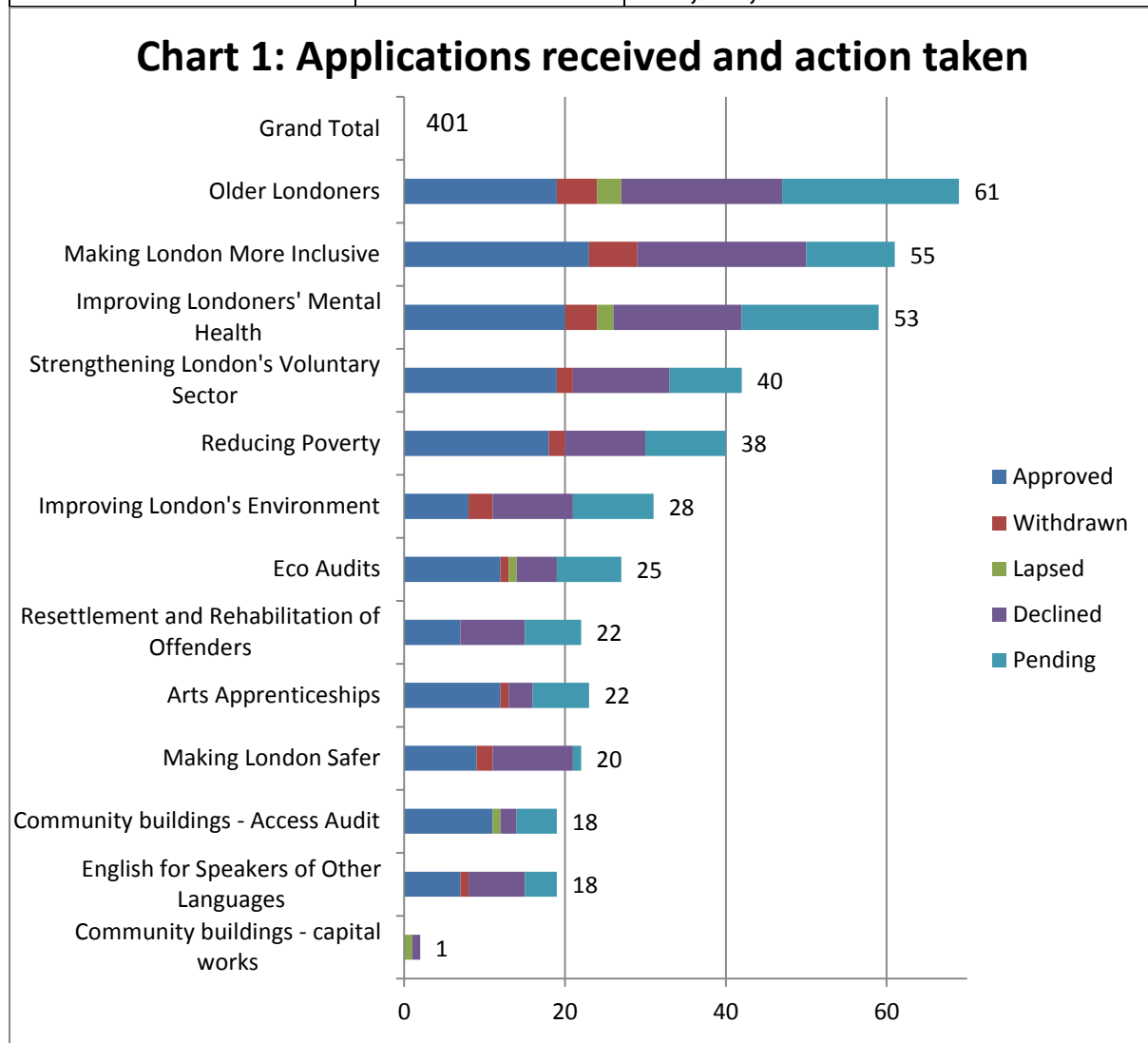
1.0 Introduction

1.1 The Investing in Londoners programmes were launched in September 2013. This report deals with all applications received under the programme from September 2013 to January 2015 (16 months) and all grant awards made between January 2014 to January 2015 (12 months). This report focuses on Trust programmes which are open to all eligible organisations and, as such, does not discuss Strategic Initiatives, Partnership Programmes or the London Youth Quality Mark.

2.0 Funding Applications

2.1 From September 2013 to January 2015 401 applications were received and, of the 290 applications assessed¹, 165 grants worth £12,375,042 were awarded under the Trust's Investing in Londoners programmes. A breakdown between awards made in the first and second six months of grant-making can be seen in Table AA and the total number of applications received and action taken can be seen in Chart 1.

Table AA: Number and value of awards made in the first and second six-months of grant-making		
	Number of awards made	Value of awards made
Jan – July 2014 (first six months of grant-making).	61	£4,256,606
July 2014 – January 2015 (second six months of grant-making).	104	£8,118,436
Total	165	£12,375,042



¹ Of the 401 applications, 111 were pending at the end of December 2014.

- 2.2 The highest numbers of applications were submitted for the *Older Londoners* programme (61), targeting those aged over 75 to live more active and healthier lives and *Making London More Inclusive* (55), a programme which improves building access, promotes disabled people's participation in sports and cultural activities, and supports independent living. The Trust has funded work in both of these areas for many years, and as such is well known to organisations working to support the elderly and to organisations working on disability issues. The relatively high level of applications under these two themes is therefore unsurprising.
- 2.3 The third most popular programme, *Improving Londoner's Mental Health* (53), is an issue in which the Trust has a longstanding engagement. In addition, and following the recent quinquennial review, the Trust expanded the range of mental health support activities for which it offered funding, which may explain the high number of applications.
- 2.4 The trend for high numbers of applications for two of the top three programmes, *Making London More Inclusive* and *Improving Londoner's Mental Health*, can also be seen in the earlier 6 month statistical report presented at your November committee meeting. Conversely, at the 6 month point, applications for the *Older Londoners* programme lagged behind, but a significant number of applications received in the second half of the year have pushed the *Older Londoners* programme to the top of the applications table.
- 2.5 Since the programmes launched, the Trust has received a single application for *Community Buildings – Capital Works* (1). It is possible, given the current funding climate that charitable and voluntary organisations are choosing to focus on gaining financial support for service delivery rather than seeking grants for building works. Moreover, given that the Trust has funded a number of *Community buildings - Access Audits* (18), it is possible that a proportion of these will be used to support forthcoming applications for capital works.
- 2.6 *English for Speakers of Other Languages* (18), *Making London Safer* (20), *Arts Apprenticeships* (22) and *Resettlement and Rehabilitation of Offenders* (22) have all received relatively low numbers of applications. This trend is not unexpected and can also be seen in the 6 month statistical report. It is worth noting that wide variations are expected in application numbers as each programme is unique. However, with the exclusion of *Arts Apprenticeships*, given the complexity and sensitivity of the need of the client groups, these programmes have very tailored, narrow, priorities necessarily limiting applications to high quality specialist organisations. Small numbers of applications and lower numbers of awards – compared with your other programme areas - is expected. The number of specialist providers able to deliver activity under the *Resettlement and Rehabilitation of Offenders* and *Making London Safer* programmes is limited, reducing the number of potential applications. Low numbers of applications under the *English for Speakers of Other Languages* programme may be linked to the requirement for qualified teaching staff. Supporting high quality teaching provision is no bad thing and

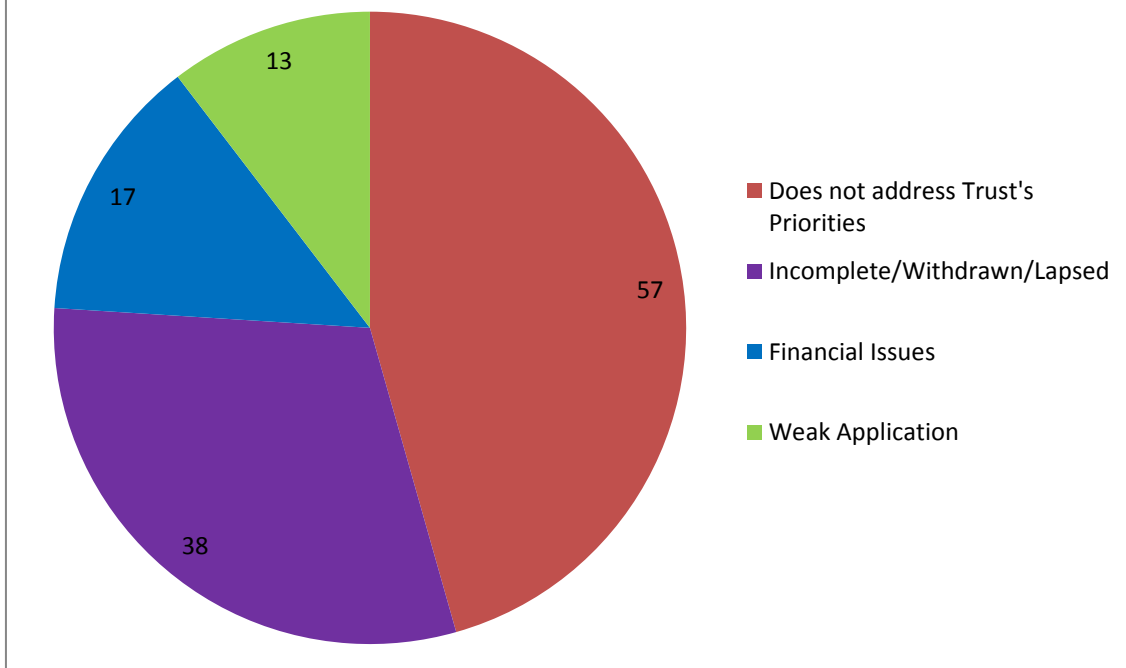
should, ultimately, increase attainment and positive outcomes for learners. Match-funding for the Arts Council England's Create Employment Programme has led to small numbers (as expected) of applications.

3.0 Rejection Reasons

3.1 125 applications were rejected, withdrawn or lapsed between January 2014 to January 2015. A poor application can be rejected for several reasons, and feedback is always made available to applicants should they seek it. A breakdown of rejection reasons between the first and second six-months of grant-making can be seen in Table BB. Chart 2 shows the total of the main reasons why applications were declined.

Table BB: Rejection reasons in the first and second six-months of grant-making					
	Does not address Trust's priorities	Incomplete / withdrawn / lapsed	Financial issues	Weak application	Total
Jan – July 2014 (first six months of grant-making).	31	12	12	7	62
July 2014 – January 2015 (second six months of grant-making).	26	26	5	6	63
Total	57	38	17	13	125

Chart 2: Reasons applications were unsuccessful



- 3.2 The most common rejection reason (57) was for work that did not meet the Trust's priorities. The Trust seeks to provide clear online guidance to applicants, specifying what can and can't be funded. In addition, prospective applicants can seek guidance from officers if they need assistance with the interpretation of any Trust programmes. Unfortunately, this does not always deter fundraisers and, where the work is outside Trust programmes, a rejection follows.
- 3.3 Thirty-eight proposals were either rejected because they were incomplete and submitted no further information despite requests to do so by the Trust, or were withdrawn by the applicant. Proposals are often withdrawn on the advice of officers, to enable the applicant to carry out further work to strengthen the proposal before re-submission.
- 3.4 Seventeen applications were rejected due to financial concerns. The financial health of an organisation is a key part of a grant officer's assessment, and includes balance sheet strength, forecast income, future sustainability, and cash-flow.
- 3.5 Thirteen applications were rejected for a variety of reasons and have been grouped together under the heading 'weak application'. Weak applications include those that failed to demonstrate expertise, experience or a track-record for the activity seeking funding or applications that failed to show evidence of need.

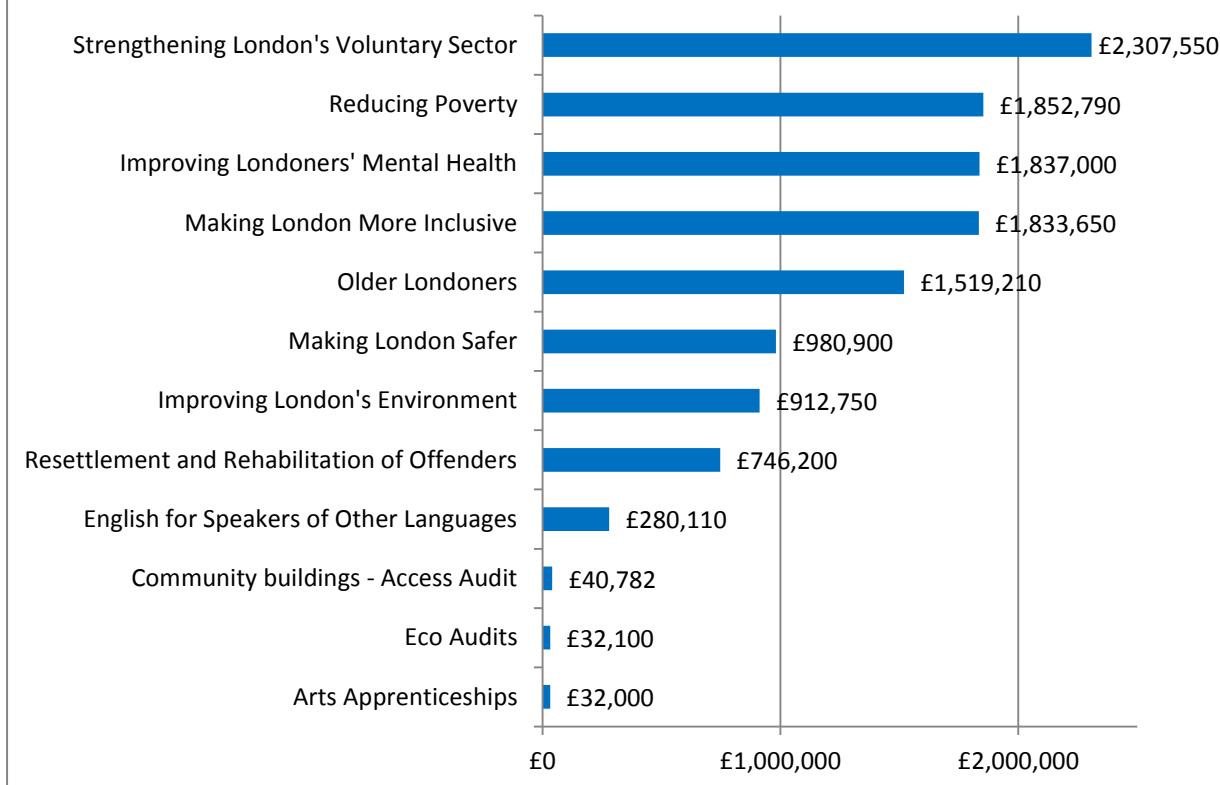
3.6 A similar number of applications were rejected in the first six months as compared with the second six months of grant-making (62 vs 63). Similar numbers of applications – across the two grant-making periods – have been rejected for failing to meet the Trust’s priorities (31 vs 26) and for failing to submit a sufficiently strong application (7 vs 6). The number of applications withdrawn lapsed or rejected for insufficient information more than doubled in the second half of the inaugural year of the Investing in Londoners’ programme. A large proportion of this change is the result of an increase in withdrawn applications rather than significant increases in lapsed or incomplete applications. Applications rejected for financial weaknesses more than halved in the second half of the grant-making period. However, given the small numbers of applications it would be inappropriate to draw firm conclusions.

4.0 Value of awards made by programme area

4.1 Investing in Londoners grant awards totalling £12,375,042 were made from January 2014 to January 2015. 165 awards were made with an average grant size of £75,000. As previously seen in the Investing in Londoners’ 6 month report, the four largest programmes, by funding, were *Strengthening London’s Voluntary Sector*, *Reducing Poverty*, *Improving Londoner’s Mental Health* and *Making London More Inclusive*, representing a combined value of 63% (£7,830,990) of the total value of all awards made in the Investing in Londoners’ programme. Conversely, as previously seen in the Investing in Londoners’ 6 month report, the four smallest programmes, by funding, were *Arts Apprenticeships*, *Eco Audits*, *Access Audits* and *English for Speakers of Other Languages*, representing a combined value of 3% (£384,992) of all awards made in the Investing in Londoners’ programme. With the exception of *English for Speakers of Other Languages*, this is unsurprising given the low financial cost of activity in these programme areas. Your officers have previously noted the impact of your requirement for appropriately qualified teachers for the delivery of activity under your *English for Speakers of Other Languages*. Although this may have reduced the number of potential applications, in the opinion of your officers, this is outweighed by the benefit to Londoners of better quality services. Table CC shows the value of awards by programme area in the first and second six months of grant making and Chart 3 shows the total value of awards by programme area.

Table CC: Value of awards made by programme area in the first and second six-months of grant-making			
	Jan – July 2014 (<i>first six months of grant-making</i>).	July 2014 – Jan 2015 (<i>second six months of grant-making</i>).	Percentage increase/decrease (<i>from first to second six-months of grant-making</i>).
Strengthening London's Voluntary Sector	£900,450	£1,407,100	56%
Reducing Poverty	£716,290	£1,136,500	59%
Improving Londoner's Mental Health	£457,000	£1,380,000	202%
Making London More Inclusive	£878,350	£955,300	9%
Older Londoners	£53,510	£1,465,700	2,639%
Making London Safer	£275,500	£705,400	156%
Improving London's Environment	£437,050	£475,700	9%
Resettlement and Rehabilitation of Offenders	£418,200	£328,000	-22%
English for Speakers of Other Languages	£75,500	£204,610	171%
Access Audits	£16,856	£23,926	42%
Eco Audits	£15,900	£16,200	2%
Arts Apprenticeships	£12,000	£20,000	67%
Total	£4,256,606	£8,118,436	91%

Chart 3: Value of awards made by programme area



See annex A for detail of grant awards by value and average grant size.

4.2 The largest programme by funding is *Strengthening London's Voluntary Sector* (£2,307,550). Nineteen awards were made under this programme with an average grant size of £121,450. Awards range from £55,000 to £180,000. The majority of awards support second-tier services that enable improved sector capabilities in monitoring, evaluation and impact reporting (8 projects) and volunteer management (6 projects). A smaller number of awards support second-tier services that enable improved sector capabilities in financial management, HR, property issues and partnership working (5 projects). Most projects receiving awards are delivered by generic second-tier organisations (17 organisations) such as volunteer bureaus and borough voluntary action groups. A small number of projects, in receipt of awards, are delivered by equalities organisations (2 organisations).

- 4.3 A total of £1,852,790 was awarded to eighteen projects under the *Reducing Poverty* programme with an average grant size of £102,933. Awards range from just under £60,000 to £165,000. *Reducing Poverty* programme, a new initiative since the Trust's 2013 quinquennial review, funds work addressing food poverty and money, debt and housing advice. Most awards (14) fund the provision of money, debt, housing and legal advice. A smaller number of awards (4) help to tackle food poverty either through the provision of meals or through food preparation/cookery training and advice on food preparation. Most projects (14) are aimed at all local residents in need of support and advice to alleviate poverty. However, a small number of projects are targeted at specific groups, including, disabled Londoners (1 project), asylum seekers (1 project), and minority ethnic groups (2 projects) such as Turkish women and the Armenian community.
- 4.4 *Improving Londoners' Mental Health* accounted for awards totalling £1,837,000. Twenty projects are benefitting with an average grant size of just over £90,000. Awards range from just under £5,000 to over £200,000. Funded projects are broadly spread between enabling children and young people to access specialist help (7 projects); improving access to mental health services for refugee and minority ethnic communities (4 projects); work to meet the needs of groups at risk of self-harm (3 projects); support to improve the mental health of offenders and ex-offenders (2 projects); work supporting homeless people (2 projects); and mental health services for LGBT people (2 projects).
- 4.5 £1,833,650 was awarded amongst twenty-three projects under the *Making London More Inclusive* programme with an average grant size of just under £80,000. Awards range from £10,000 to over £170,000. A wide variety of projects, supporting disabled people to live independently and participate fully, are being funded. The largest number of awards fund projects supporting disabled people to take part in arts or sports activities (13 projects). A smaller number of awards fund access improvements – removing physical barriers for disabled people (5 projects), increasing choices and control (3 projects) and transition to adulthood for disabled young people (2 projects).
- 4.6 Perhaps surprisingly, only £1,519,210 was awarded to nineteen projects under the *Older Londoners* programme despite the Trust's longstanding work in this field. Awards range from just under £3,000 to over £150,000 with an average grant size of £79,958. Relatively, the largest number of awards in this programme fund projects assisting older Londoners aged 75 years and over to live more active and healthier lives, improving well-being (9 projects) and increasing awareness of benefits, finance and social welfare (2 projects). A smaller number of projects enables improvements in the quality of life for people living with dementia (4 projects) or support carers with support, advice or respite (4 projects).
- 4.7 £980,900 was awarded to nine projects under the *Making London Safer* programme with an average grant size of £108,989. Awards range from £60,000 to £180,000. Most awards fund information, advice, advocacy services and/or therapeutic support for victims of trafficking, sexual exploitation or domestic violence (7 projects). One project is specifically aimed at supporting victims of

LGBT hate crime and another is designed to campaign for improvements in policy and practice with regards to child abduction.

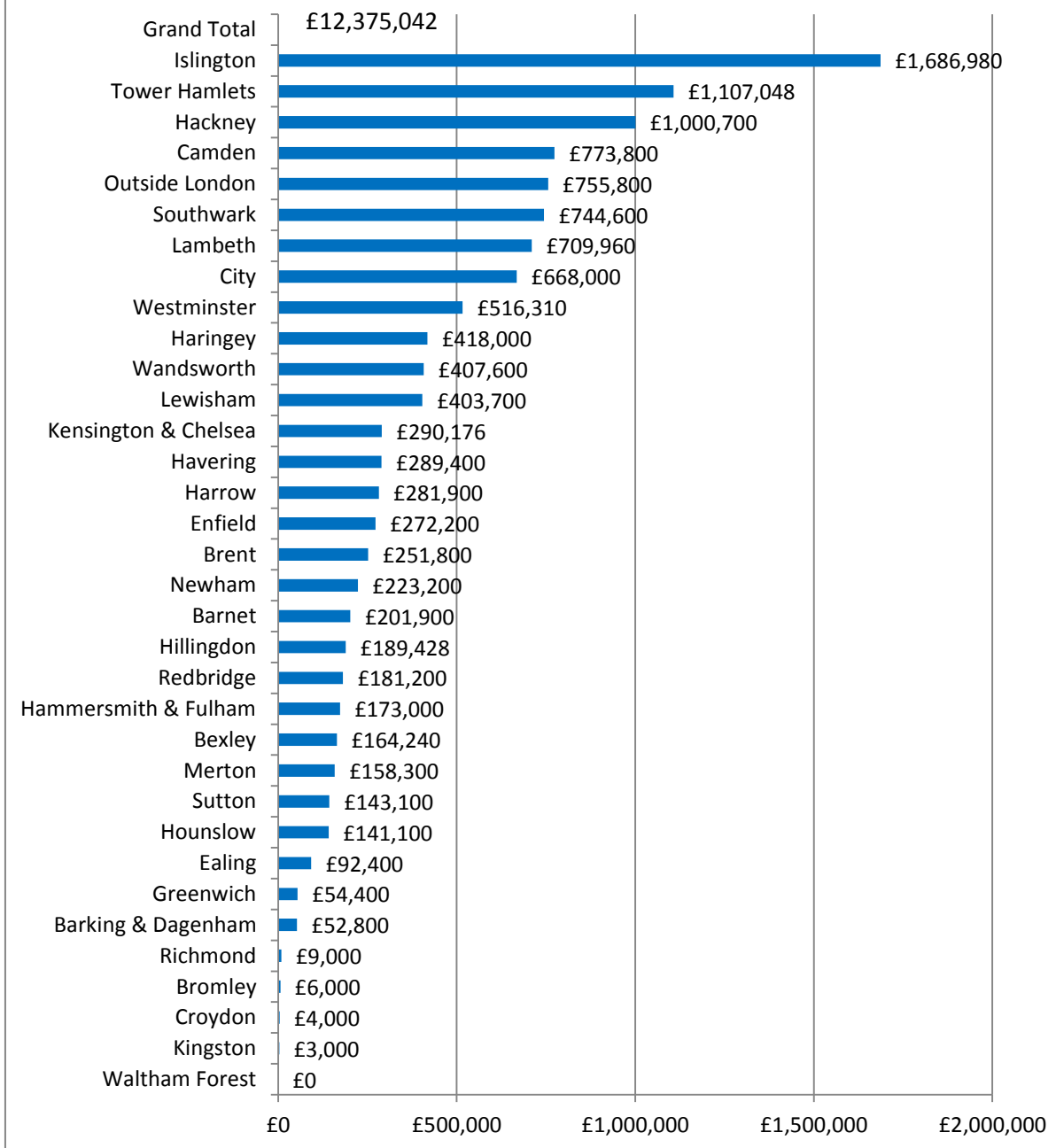
- 4.8 £912,750 was awarded to eight projects under the *Improving London's Environment* programme with an average grant size of just over £114,000. Awards range from £1,500 to a single very large award of £388,000. Excluding the (atypical) single very large award reduces the average grant size in this programme to just under £75,000. Grants fund a range of biodiversity projects including those aimed at encouraging local schools and/or communities to grow food in (or make better environmental use of) shared spaces (5 projects). A smaller number of projects raise awareness of environmental issues through training and good husbandry ecosystems and shared spaces (3 projects).
- 4.9 £746,200 was awarded to seven projects under the *Resettlement and Rehabilitation of Offenders* programme with an average grant size of £106,600. Awards range from £50,000 to over £140,000. Most awards (6) fund on-release work with ex-offenders leaving custody finding routes for successful re-integration back into the community by giving opportunities into employment, training and education. A single award focuses on 'through-the-gate' support to prisoners held in custody (sentenced, remanded or recalled) to initiate support prior to release.
- 4.10 £280,110 was awarded to seven projects under the *English for Speakers of Other Languages* with an average grant size of £40,016. Awards range from £12,000 to £63,500. All awards fund small, local, projects in which English is taught by suitably qualified practitioners.
- 4.11 Very small amounts of funding were awarded to *Access Audits* (£40,782), *Eco Audits* (£32,100) and *Arts Apprenticeships* (£32,000). This is unsurprising as these programmes only fund very small awards. The provision of Eco-Audits for community groups, local Access Audits for community halls, theatres, park buildings and neighbourhood venues, and Arts Apprenticeships are relatively low cost activities, consequently the Trust spends less in absolute terms in these areas. Officers will monitor this trend to see if more work is needed to promote the programme or adjust the funding priorities.
- 4.12 The programmes with the largest percentage increase in value from the first to the second six-months of grant-making were Older Londoners, Improving Londoner's Mental Health and English for Speakers of Other Languages. One programme – Resettlement and Rehabilitation of Offenders - saw a percentage decrease in the value of awards made from first to the second six-months of grant-making.
- 4.13 Wide variations in the percentage increase (or decrease) in the value of awards made by programme from the first to the second six-months of grant-making is not a consequence of a larger volume of applications received in the second half of the year. Excluding applications received from September – December 2013, a comparable number of applications were received in each half of the year (206 applications received from Jan – July 2014 and 199 applications received from July 2014 – Jan 2015). However, despite the similarity of the overall volume of

applications received, the relative proportions of applications received (and amount requested) for each programme area changed significantly. In addition, the success rate increased, across the Investing in Londoners programme, from 49%, in the first six-months of grant-making, to 65% in the second six-months of grant making. This increase in overall success rate masks wide variations in success rates between programmes.

5.0 Geographical distribution

- 5.1 The Trust uses two key measures to monitor the geography of its grant making. The first is *borough base*, showing the location of an organisation's offices, and the second is *borough benefit*, showing where work will be delivered. The two measures often correspond, but larger organisations usually deliver work at a sub-regional or pan-London basis whilst those based near a borough boundary will often extend their reach to beneficiaries in neighbouring areas.
- 5.2 Borough base helps the Trust understand where stronger parts of London's voluntary sector are located, and importantly, where the Trust may need to target capacity building support.
- 5.3 Chart 4 shows that organisations based in Islington, Tower Hamlets and Hackney received the highest level of grant awards from the Trust. These three areas received a total of £3,794,728, nearly a third (31%) - of all funds made during this period.
- 5.4 In comparison to the first six-months of grant-making, only Islington featured in the top three – by grant amount. At that point in time, both Hackney and Tower Hamlets featured in the top ten boroughs (9 and 10 respectively) by grant amount.

Chart 4: Grants (£) by borough base



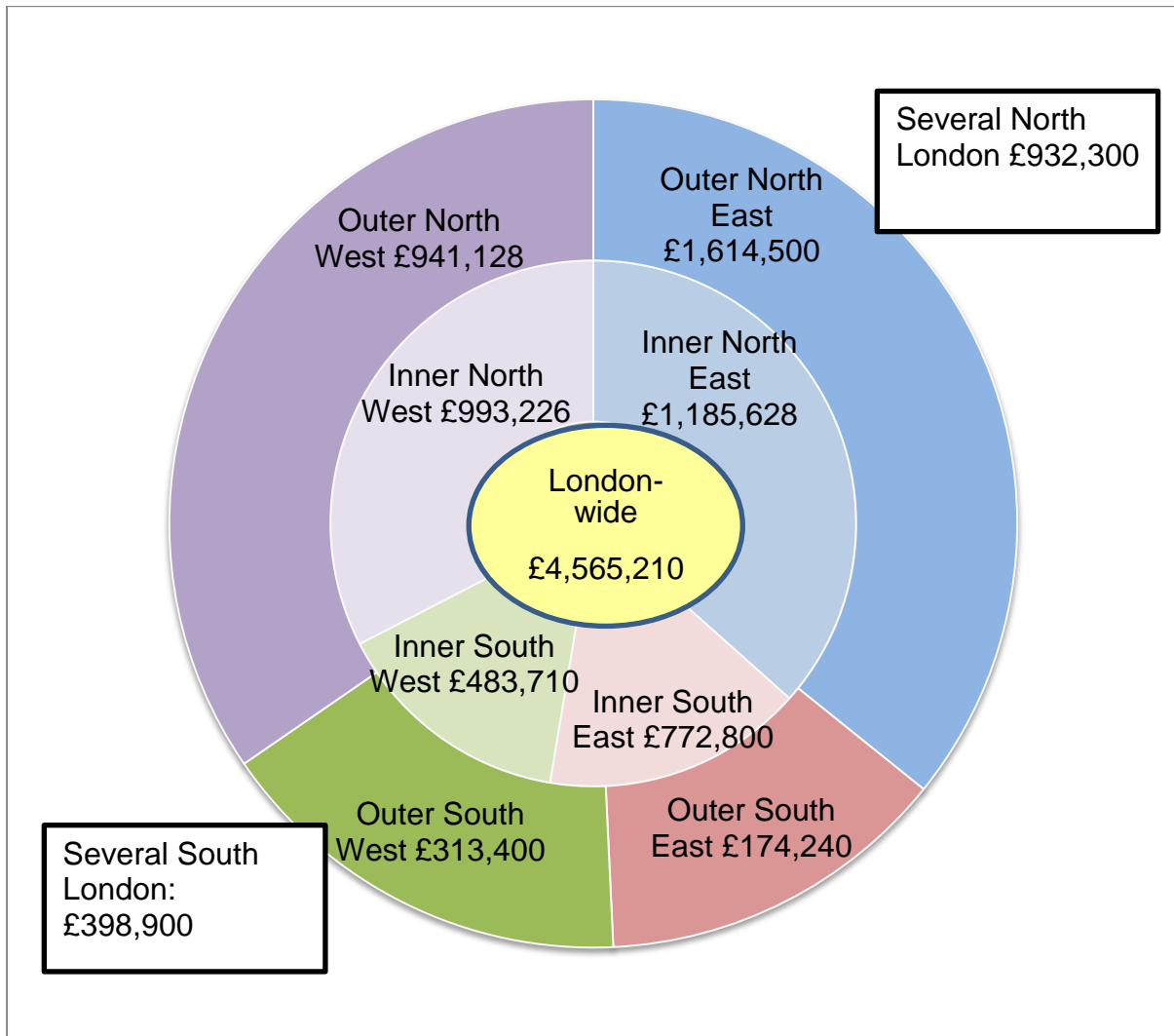
See annex A for a breakdown on applications from organisations in each borough.

5.5 The high value of awards made to Islington reflects the concentration of charities with their headquarters based in this borough. These organisations are often not locally-focused, and of the twenty-one awards made to charities based in Islington, two-thirds (14) are designed to benefit residents London-wide or in neighbouring boroughs. To a lesser degree, a similar picture is repeated with awards made to organisations based in Tower Hamlets and Hackney. From a total of twenty-five awards to organisations based in either Tower Hamlets and Hackney more than a third (9) benefit residents outside of the host boroughs.

- 5.6 Organisations based in Waltham Forest received no funding from the Trust. There were six applications from Waltham Forest based organisations of which two were pending assessment (at 31st December 2014), one had been withdrawn and three had been rejected – one on the basis of being unable to demonstrate a track record and two further applications were rejected for failing to meet the Trust’s priorities. Officers will continue to monitor the situation given the borough’s relative deprivation and will, if necessary, discuss with local infrastructure organisations how best to encourage applications from Waltham Forest based organisations.
- 5.7 Despite a lack of funding for organisations based in Waltham Forest, those who live or work in Waltham Forest benefit from sub-regional or London-wide projects and activity delivered by organisations based in neighbouring boroughs funded by the Trust. As a consequence beneficiaries in Waltham Forest have not been disadvantaged by a lack of awards made to organisations based in the borough – see Table A.
- 5.8 Organisations based in a further four boroughs – Kingston, Croydon, Bromley and Richmond - received very low amounts of funding from the Trust. The low amounts of funding from the Trust may be a reflection of the low numbers of applications received from these four boroughs (21). Excluding pending applications, more than a third of applications (6) have been successful, with a similar proportion (7) being declined. The success rate of these four boroughs is low in comparison to the programme-wide success rate of nearly two-thirds. However, conclusions should not be drawn yet as more than a quarter of all applications received from these four boroughs (5 out of 21) are pending a decision (as at 31st Dec 2014) and the total value of awards made in these boroughs could change rapidly.
- 5.9 Despite a lack of funding for organisations based in Kingston, Bromley and Richmond, those who live or work in these boroughs benefit from sub-regional or London-wide projects and activity delivered by organisations based in neighbouring boroughs funded by the trust – see Table A. Unlike Waltham Forest, Kingston, Bromley and Richmond – those who live or work in Croydon do not benefit from projects and activity funded by the Trust to the degree expected, given the level of deprivation.
- 5.9 The absence of funding on a *borough base* calculation does not mean that the Trust failed to support residents of those boroughs. *Borough benefit* helps the Trust estimate the geographical benefit of its awards, with two important caveats:
- Applicants sometimes provide inaccurate beneficiary location data;
 - Where work takes place across several boroughs, it is not always possible to break down beneficiary data by individual boroughs accurately. As a result, beneficiary data may be recorded at a higher-level such as ‘London-wide’ or ‘Several NE London’
- 5.10 Chart 5 shows the total borough benefit of grants awarded under Investing in Londoners from January 2014 to January 2015. Where activities take place across more than one borough, grants are shown separately as ‘Several North London’, ‘Several South London’ and ‘London-wide’ as appropriate. The Trust

has funded work across all of London, with more than a third of grant spending (37%) awarded on a pan-London basis (£4,565,210).

Chart 5: grant spend by beneficiary location²



² Inner North East (City, Hackney, Islington, Tower Hamlets); Inner North West (Camden, Hammersmith and Fulham, Kensington and Chelsea, Westminster); Inner South East (Greenwich, Lewisham, Southwark); Inner South West (Lambeth, Wandsworth); Outer North East (Barking and Dagenham, Enfield, Haringey, Havering, Newham, Redbridge, Waltham Forest); Outer South East (Bexley, Bromley, Croydon); Outer South West (Kingston, Merton, Richmond, Sutton); Outer North West (Barnet, Brent, Ealing, Harrow, Hillingdon, Hounslow)

5.11 During the twelve months considered by this report, £3m was awarded to support work with Londoners in outer boroughs compared with £2.5m for work in the inner boroughs and City of London. A further £4.5m was awarded for pan-London work, £1.7m for work across inner and outer southern boroughs, and £3.8m for work across inner and outer northern boroughs. The greater level of funding directed at work in outer London is reasonable given that 64% of the capital's population is resident in the 21 outer boroughs.

5.12 From a relatively low base-rate, south west boroughs experienced the largest percentage increase in awards made from the first to the second six months of grant-making. However, similar to the trend seen in the 6 month Investing in Londoners statistical report, grants for work with residents in northern boroughs was more than double (£3.8m) the funding directed towards southern boroughs (£1.7m). Since 38% of London's population is in southern boroughs it would have been reasonable to have expected a higher level of funding directed at this area.

6.0 Addressing Deprivation

6.1 One way to understand how effectively the Trust's grant-making is targeting deprivation in London is to map *borough benefit* against the position of each borough according to the Government's 2010 Indices of Multiple Deprivation³. These Indices combine economic, social and housing indicators into a single score, allowing areas to be ranked against each other according to their level of deprivation.

6.2 Table A ranks each London borough according to total City Bridge Trust grant amount awards (according to *borough benefit* data) against its relative position on the Indices of Multiple Deprivation. To make sense of the range and to identify anomalous boroughs, the measure of dispersion (standard deviation) has been calculated. The rows are shaded to help show these anomalies (red = significantly less or more total grant amount awarded than expected; orange = slightly less or more total grant amount awarded than expected; green = in line with expectations).

6.3 Overall there is a good correlation between Trust's ranks by spend and relative rank in the Indices of Multiple Deprivation. The trends seen at 12 months of grant making of Investing in Londoners are broadly similar to those seen in the 6 month report with a small increase in the number of boroughs in which spend is much less than expected.

6.4 Fourteen boroughs show no or a very small difference between the two ranks indicating that grant spend is in line with expectations. A further thirteen boroughs show a small difference and six boroughs show a much larger difference than expected.

6.4 Grants for work targeting beneficiaries in Islington, Greenwich, Ealing and Barking & Dagenham have low Trust rankings despite relatively high deprivation scores.

³ The updated Indices of Multiple Deprivation is due for publication in the summer of 2015.

- 6.5 Forty applications have been received from organisations based in Islington over the first sixteen months of the Investing in Londoners programme, the highest number of applications received from any borough during this period. More than two-thirds of these applications were successful (excluding those withdrawn, lapsed or pending a decision) but only six of the awards are for the sole benefit of those living in Islington. Each of the six awards is for small, relatively low cost, projects anticipating small beneficiary numbers. Funded projects include transport maintenance to enable older Londoners to access services, arts apprenticeships, specialist therapeutic work for inmates at Holloway prison and increasing accessibility of mental health services for asylum seekers and refugees.
- 6.6 Addressing the mis-match between the level of deprivation and the value of awards made by the City Bridge Trust in Islington may not be a major concern. The voluntary sector is well supported in Islington by local Trusts – such as the Cripplegate Foundation, Richard Cloudsley’s Charity, The Morris Charitable Trust, the Breadsticks Foundation and local business through the Macquarie Group Foundation. A number of trusts and foundations are working together as ‘Islington Giving’ to further support and strengthen the voluntary sector in Islington. In three years Islington Giving has attracted £2m and supported over 40 local groups. Your officers are active participants of Islington Giving.
- 6.7 Low numbers of applications have been received from organisations based in Greenwich, Ealing and Barking & Dagenham in the first sixteen months of the Investing in Londoners programme. Two-thirds of applications from Greenwich and more than two-thirds of applications from Ealing have been declined (excluding those withdrawn, lapsed or pending a decision). The success rate for applications from Greenwich at 33% and 29% for applications from Ealing is significantly lower than the programme-wide rate of nearly 60%. However, given the small number of applications from Greenwich, Ealing and Barking & Dagenham any conclusions must be viewed with caution.
- 6.8 Conversely, despite small numbers, the success rate for applications from Barking & Dagenham was 67% - higher than the programme-wide rate of nearly 60%. Your officers are working with ‘London’s Giving’ and the Leader of the council to tailor an approach to target effort and resources in Barking & Dagenham. In addition, your officers are in contact with the new CEO of the CVS in Barking and Dagenham who is creating a plan to revitalise the voluntary sector in the area.

Table A: City Bridge Trust spending relative to borough ranks on the multiple indices of deprivation

Area name	Relative rank on IOD	Rank by borough benefit	SD from the mean (benefit)	Grant awards by borough benefit
Greenwich	8	27	-2	£237,556
Barking & Dagenham	7	26	-2	£240,030
Islington	5	20	-2	£326,910
Ealing	16	31	-2	£180,189
Hammersmith & Fulham	13	25	-1	£267,789
Croydon	19	30	-1	£187,156
Newham	2	12	-1	£410,430
Haringey	4	10	-1	£432,930
Wandsworth	21	24	0	£281,206
Lewisham	10	13	0	£402,656
Hackney	1	4	0	£622,930
Kingston upon Thames	31	33	0	£163,006
Hounslow	20	21	0	£318,889
Brent	11	11	0	£424,589
Kensington & Chelsea	18	18	0	£332,965
Richmond upon Thames	33	32	0	£169,006
Waltham Forest	6	5	0	£575,230
Bromley	29	28	0	£189,156
Tower Hamlets	3	1	0	£797,478
Lambeth	9	6	0	£522,516
Redbridge	22	19	0	£330,430
City of London	32	29	0	£187,230
Sutton	28	23	1	£303,106
Enfield	14	8	1	£459,430
Camden	15	9	1	£444,989
Merton	30	22	1	£318,306
Hillingdon	23	15	1	£367,217
Bexley	24	16	1	£347,396
Southwark	12	2	1	£682,056
Harrow	27	17	1	£336,889
Barnet	25	14	1	£380,089
Westminster	17	3	2	£658,639
Havering	26	7	2	£476,630

7. Numbers of beneficiaries

7.1 Beneficiary information must be read with the following caveats. The Trust asks applicants to state how many people they expect will benefit from any funding requested. Beneficiary numbers are indicative only, since they rely on prospective data provided from grants application forms. Different organisations are better or worse than their peers at providing reliable forecasts, and apart from gross numbers, beneficiary data does not reflect the level of service provided - for example a mental health project may work intensively with comparatively few young people, whilst an environmental project may work less intensively with many young people. Some work can only directly benefit a few in a deep, meaningful, way but other projects may touch many hundreds or even thousands – for example, through a website or information portal.

7.2 Based on forecast information provided by grantees, a total of 931,306 Londoners are expected to benefit from awards made during the first six months of the *Investing in Londoners* programmes. Table B shows the range of beneficiary numbers by programme area:

Table B: Beneficiary numbers by programme area	
Programme	Forecast beneficiaries
Arts Apprenticeships	24
English for Speakers of Other Languages	313
Resettlement and Rehabilitation of Offenders	837
Older Londoners	7,299
Improving Londoners' Mental Health	51,874
Strengthening London's Voluntary Sector	56,515
Reducing Poverty	122,552
Making London More Inclusive	194,960
Improving London's Environment	196,118
Making London Safer	300,814
Grand Total	931,306

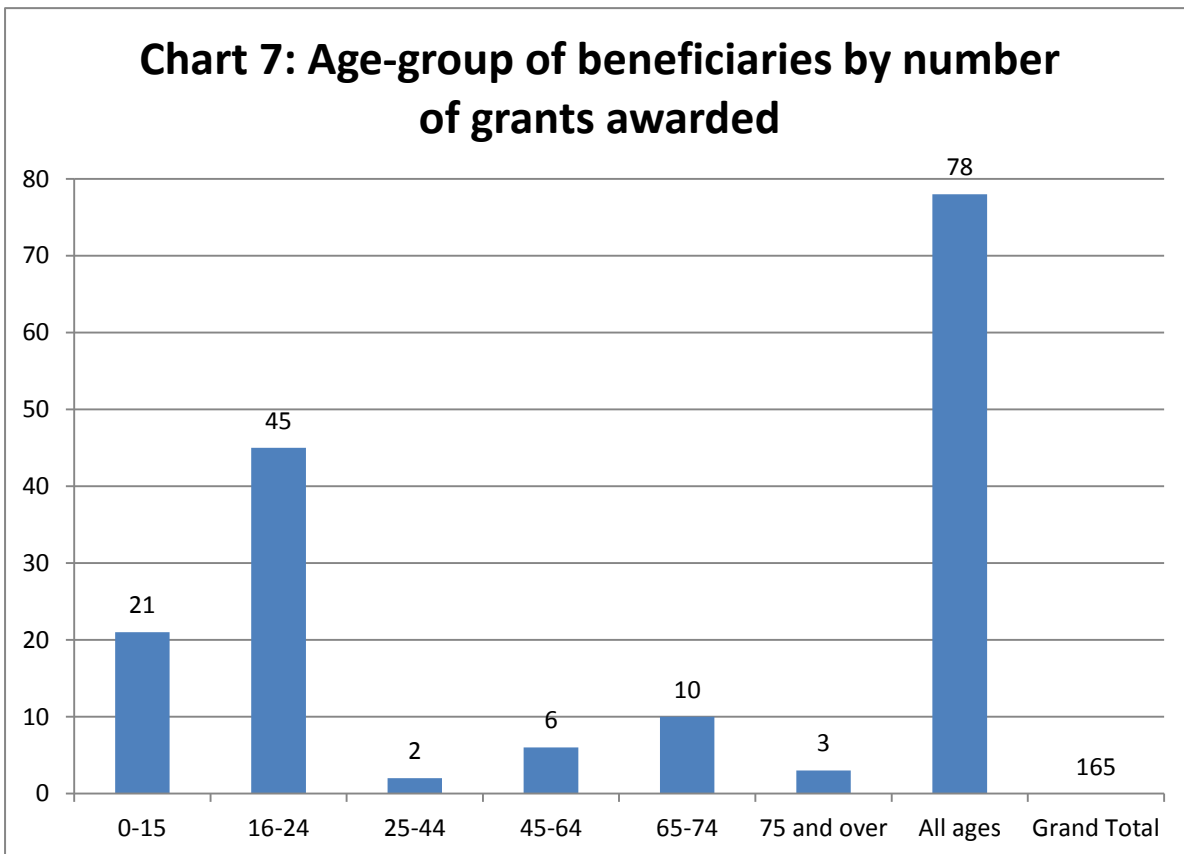
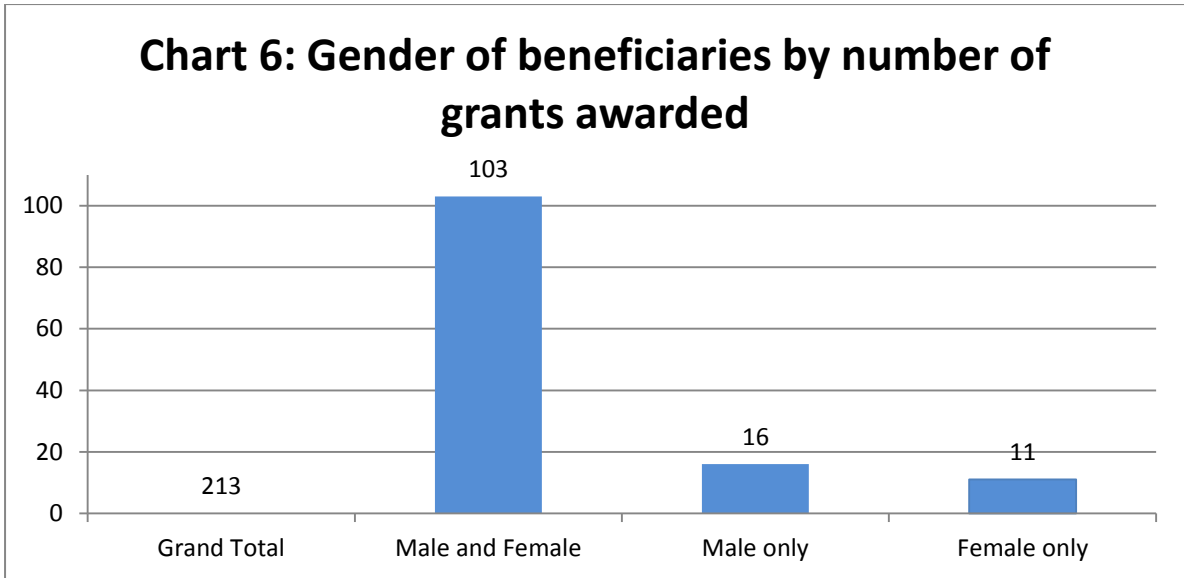
Area name	Relative rank on IOD	Rank by borough benefit	SD from the mean (benefit)	Grant awards by borough benefit
Havering	26	7	2	£476,630
Westminster	17	3	2	£658,639
Merton	30	22	1	£318,306
Barnet	25	14	1	£380,089
Southwark	12	2	1	£682,056
Enfield	14	8	1	£459,430
Hillingdon	23	15	1	£367,217
Camden	15	9	1	£444,989
Sutton	28	23	1	£303,106
Harrow	27	17	1	£336,889
Bexley	24	16	1	£347,396
Lambeth	9	6	0	£522,516
Wandsworth	21	24	0	£281,206
Redbridge	22	19	0	£330,430
Tower Hamlets	3	1	0	£797,478
City of London	32	29	0	£187,230
Lewisham	10	13	0	£402,656
Richmond upon Thames	33	32	0	£169,006
Hackney	1	4	0	£622,930
Brent	11	11	0	£424,589
Waltham Forest	6	5	0	£575,230
Bromley	29	28	0	£189,156
Kingston upon Thames	31	33	0	£163,006
Hounslow	20	21	0	£318,889
Kensington & Chelsea	18	18	0	£332,965
Haringey	4	10	-1	£432,930
Croydon	19	30	-1	£187,156
Newham	2	12	-1	£410,430
Hammersmith & Fulham	13	25	-1	£267,789
Islington	5	20	-2	£326,910
Greenwich	8	27	-2	£237,556
Ealing	16	31	-2	£180,189
Barking & Dagenham	7	26	-2	£240,030

7.3 The largest number of beneficiaries is seen under the Making London Safer programme (300,814), Improving London's Environment (196,118) and Making London More Inclusive (194,960). Six of the nine grants made under the Making London Safer programme have wide resonance for beneficiaries across London, resulting in large beneficiary numbers. Projects include supporting survivors of domestic violence and hate crime, preventative and protective work with victims of sexual exploitation and trafficking and a project protecting London's children from abduction. Five of the eight awards made under the Improving London's Environment programme have benefited large numbers of Londoners by supporting London's green spaces and ecosystems, encouraging greater use and engagement. Of the five awards, one supports conservation in Epping Forest and Hampstead Heath, another offers environmental training utilising Tower Hamlets cemetery park, two projects enable young people to understand the benefits of living healthier, active and more sustainable lives and one project encourages Londoners to look after their local waterway. Comparatively, a larger number of awards (23) have been made under the Making London More Inclusive programme. These awards support the expansion of creative and arts based activity to a more diverse audience or making physical space more open, accessible and welcoming to disadvantaged groups.

7.4 The smallest number of beneficiaries is seen under the Arts Apprenticeships, English for Speakers of Other Languages and Resettlement and rehabilitation of Offenders programmes. Arts Apprenticeships are awarded on the basis of matching funding already raised from the Arts Council. These awards direct funding to encourage individual apprenticeships within the creative sector. The tailoring of this programme limits the number of potential beneficiaries. The small number of beneficiaries under the English for Speakers of Other languages programme represents the users of seven small community projects, including outreach delivery – for users unable to access traditional classes, women only classes and classes aimed specifically at the Bangladeshi community in Dagenham.

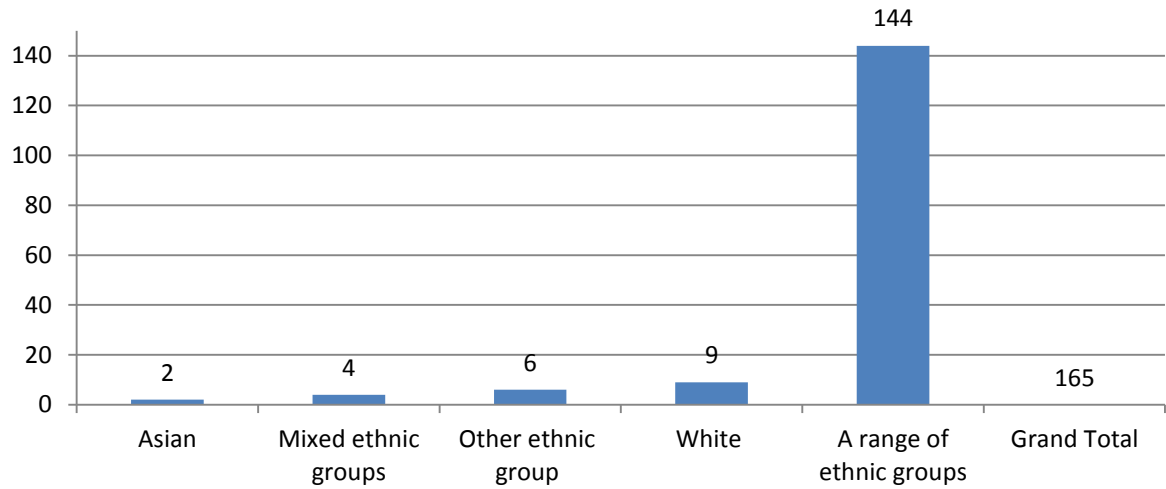
8.0 Equalities data

8.1 Chart 6 shows the gender of beneficiaries by number of grants awarded, chart 7 shows age groups by number of grants awarded, chart 8 shows the ethnic group of beneficiaries by number of grants awarded and chart 9 shows the disability of beneficiaries by number of grants awarded. The majority of the Trust's grants fund activity benefiting both men and women, from a wide range of age and ethnic groups. Most of grants fund activities open to Londoners both with and without disabilities and a small number are targeted at specific disability groups.



8.2 Nearly half of the grants awarded support activity benefiting Londoners from a wide range of age-groups. Nearly a quarter of the Trust’s grants benefit young adults aged between 16 -24. The Arts Apprenticeships support young people in the creative industries and you have made a number of grants to projects that support young people to develop job skills more broadly. In addition, funded projects include money and debt advice for young people and work with young ex-offenders. The nineteen grants funding activity benefitting older people 45 – 75+ reflects the small number of awards made under the *Older Londoners* programme.

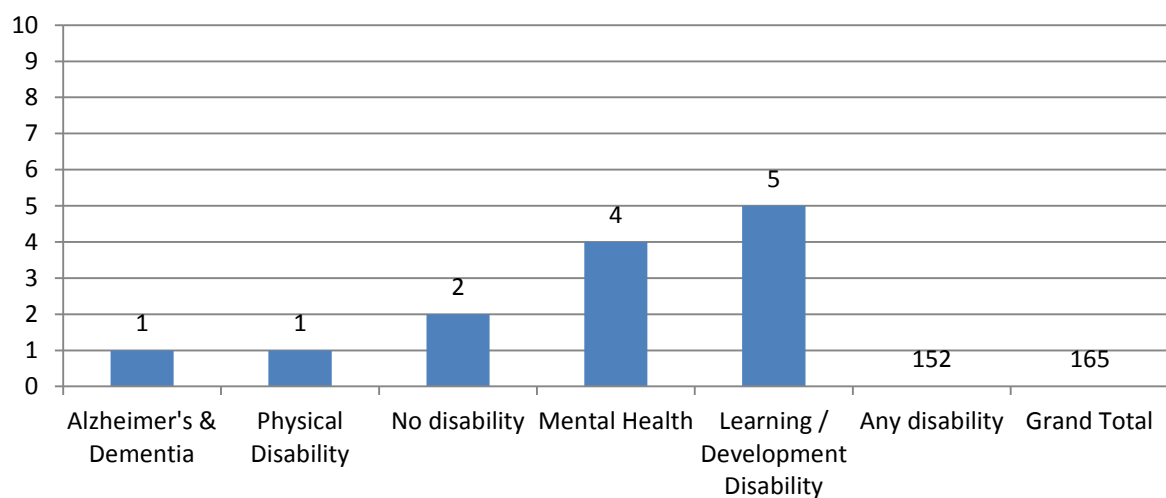
Chart 8: Ethnicity of beneficiaries by number of grants awarded



8.3 Nearly all of the Trust’s grants fund activity benefitting Londoners from a diverse range of backgrounds with a small number of projects targeted at specific ethnic groups or asylum and refugee communities.

8.4 The nine projects who have classified themselves as benefiting white Londoners are made up of a variety of projects supporting non-British white Londoners, including Vietnamese, Arab, and Kurdish and Turkish beneficiaries.

Chart 9: Disability of beneficiaries by number of grants awarded



8.4 Nearly all the Trust's funding supports activities open to Londoners with and without disability. A small number of awards are made to support beneficiaries from specific disability groups.

8.5 The online application process has made it easier for the Trust to quantify beneficiaries by age, gender, ethnicity and disability. The move to online monitoring will help the Trust to collect more accurate equality data throughout the lifetime of Investing in Londoners. However, even with this additional provision, we are reliant on data provided by external organisations and so the data quality, to a large extent, remains outside of our control.

9.0 Conclusions

9.1 During the first 16 months of the Investing in Londoners programme (from September 2013 – January 2015) 401 applications were received, in the twelve months of grant making (from January 2014 to January 2015), 165 awards were made for a total amount of £12,375,042.

9.2 The overall success rate was 65% (see annex A data table 3), which compares well with your previous 45% success rate for the Working with Londoners programme. Success varied between programme areas and borough location. Most unsuccessful applications were rejected for failing to meet the Trust's priorities. Officers have taken steps to widely communicate your priorities; however, there will always be those who will apply anyway, regardless of the criteria in place.

9.3 More than a third (£4,565,210) of the value of all awards during the first twelve months of the Investing in Londoners programme benefit residents and workers London-wide. Grant spending to date is weighted towards north London boroughs, and to a lesser degree, outer London boroughs. However, with four exceptions (Islington, Greenwich, Ealing and Barking & Dagenham), grants have been effectively targeted at the most deprived boroughs. An estimated 931,306 Londoners are expected to benefit from the awards made between January 2014 and January 2015.

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Annex A: Data tables

Table 1: Applications received and actions taken						
Fund/Program	Approved	Withdrawn	Lapsed	Declined	Pending	Grand Total
Community buildings - capital works	0	0	1	0	0	1
English for Speakers of Other Languages	7	1	0	6	4	18
Community buildings - Access Audit	11	0	1	1	5	18
Making London Safer	9	2	0	2	1	20
Arts Apprenticeships	12	1	0	2	7	22
Resettlement and Rehabilitation of Offenders	7	0	0	8	7	22
Eco Audits	12	1	1	3	8	25
Improving London's Environment	8	3	0	7	10	28
Reducing Poverty	18	2	0	8	10	38
Strengthening London's Voluntary Sector	19	2	0	10	9	40
Improving Londoners' Mental Health	20	4	2	10	17	53
Making London More Inclusive	23	6	0	15	11	55
Older Londoners	19	5	3	12	22	61
Grand Total	165	27	8	125	111	401

Fund/Program	Applications received	Applications received excluding those classed as withdrawn, lapsed or pending	Grant awards	Total grant award	Average grant size
Community buildings - capital works	1	0	0	£0	£0
Arts Apprenticeships	22	14	12	£32,000	£2,667
Community buildings - Access Audit	18	12	11	£40,782	£3,707
Eco Audits	25	15	12	£32,100	£2,675
English for Speakers of Other Languages	18	13	7	£280,110	£40,016
Resettlement and Rehabilitation of Offenders	22	15	7	£746,200	£106,600
Improving London's Environment	28	15	8	£912,750	£114,094
Making London Safer	20	17	9	£980,900	£108,989
Older Londoners	61	31	19	£1,519,210	£79,958
Improving Londoners' Mental Health	53	30	20	£1,837,000	£91,850
Strengthening London's Voluntary Sector	40	29	19	£2,307,550	£121,450
Making London More Inclusive	55	38	23	£1,833,650	£79,724
Reducing Poverty	38	26	18	£1,852,790	£102,933
Total	401	255	165	£12,375,042	
Average grant awarded = £75,000					

Borough Base	Approved	Withdrawn or lapsed	Declined	Pending	Total exc pending, withdrawn or lapsed	Grand Total
Islington	21	2	7	10	28	40
Tower Hamlets	15	4	7	4	22	30
Camden	12	2	4	5	16	23
Lambeth	12	1	4	11	16	28
Outside London	11	1	7	6	18	25
Hackney	10	1	7	4	17	22
Southwark	7	1	5	6	12	19
Westminster	7	2	7	7	14	23
Kensington & Chelsea	6	0	1	6	7	13
Lewisham	6	0	2	2	8	10
Harrow	5	0	1	2	6	8
Brent	4	3	1	4	5	12
Haringey	4	1	2	0	6	7
Wandsworth	4	1	1	6	5	12
Bexley	3	0	0	0	3	3
City	3	1	1	1	4	6
Enfield	3	1	2	2	5	8
Havering	3	1	0	2	3	6
Hillingdon	3	0	3	1	6	7
Newham	3	1	1	6	4	11
Redbridge	3	0	2	2	5	7
Bromley	2	0	0	0	2	2
Barking & Dagenham	2	1	1	2	3	6
Barnet	2	1	2	4	4	9
Ealing	2	2	5	0	7	9
Greenwich	2	0	4	5	6	11
Hammersmith & Fulham	2	2	1	2	3	7
Richmond	2	2	2	1	4	7
Sutton	2	0	0	2	2	4
Croydon	1	1	2	1	3	5
Hounslow	1	0	0	1	1	2
Kingston	1	0	3	3	4	7
Merton	1	2	2	1	3	6
Waltham Forest	0	1	3	2	3	6
Grand Total	165	35	90	111	255	401

	Approved	Declined	Withdrawn/Lapsed	Pending	Total	Total (excluding pending applications)
Totals	165	90	35	111	401	290
Success rate – 65%						

The success rate, across all boroughs, was 65%, significantly higher than the rate seen at the 6 month mark (49%) and the success rate of 45% for the Working with Londoners programmes. However, given that application numbers are very small for many boroughs, success rates by borough should be viewed with caution.

Committee:	Date:
The City Bridge Trust Committee	12 March 2015
Subject:	Public
Grant Applications Statistical Report	
Report of:	For Decision
Chief Grants Officer	

Summary

This paper summarises applications received and action taken under your grants programmes in 2014/15. 68 proposals will be dealt with at today's meeting, including 26 grant recommendations and 10 grants to be noted as approved by delegated authority.

Following your actions at your January meeting and taking account of write-backs and revocations in the year totalling £418,983, a total of £2,812,616 is available at today's meeting. Recommendations today total £2,255,448. If these are all approved today, this will leave a balance of £557,168 and it is recommended that this is carried forward into the grants budget for 2015/16.

Recommendations

Members are asked to:

- Note the report
- Instruct officers to put formal arrangements in place to carry forward the sum of £557,168 from the 2014/15 grants budget into the grants budget for 2015/16.

Main Report

Background

- 1.1 This paper summarises action taken in 2014/15 on grant applications received under your Investing in Londoners grants programmes. It charts overall spend against your current year grants budget, grants made by programme outcomes, action taken on applications received and a summary of today's recommendations. At today's meeting you will also receive an annual statistical report which will provide more detail of the trends seen over the year.
- 1.2 City Bridge Trust grants are awarded in line with your policy guidance which includes the priorities and exclusions that were ratified for the Trust by the Court of Common Council, in July 2013.

Grants budget 2014/15

- 2.1 68 applications will be dealt with at today's meeting of which 26 are recommended for a grant and 10 are to be noted as approved by delegated authority, for a total recommended sum of £2,255,448. The implications of

today's recommendations are shown in Table 1 against the original grants budget for 2014/15.

- 2.2 You may recall that at your last meeting, there was concern that there not be sufficient funds in your grants budget for 2014/15 to meet current levels of demand. As a consequence, officers have put considerable effort into ensuring that all write-backs and revocations are up to date. As a consequence, if all today's recommendations are approved, there will remain a balance of £557,168 that it is recommended is carried forward from the grants budget for 2014/15 into 2015/16.

Table 1: Overall spend against 2014/15 budget

	Grants budget	Grants spend	% spend of annual budget
Original Grants Budget	£14,950,000		
Carry forward from 2013/14	£3,536,000		
Write-Backs & Revocations	£418,983		
Total Budget Available	£18,904,983		
Previous committee meetings			
April 2014		£1,372,410	7%
May 2014		£1,293,050	7%
June 2014		£984,330	5%
July 2014		£1,484,300	8%
September 2014		£4,652,700	25%
November 2014		£3,193,986	17%
January 2015		£3,111,591	16%
Sub-total approved spend		£16,092,367	85%
Remaining budget	£2,812,616		
Today's recommendations			
March 2015		£2,255,448	12%
Total annual spend		£18,347,815	97%
Remaining budget	£557,168		

Additional funding for employability initiative agreed Nov 12	£1,000,000		
		£1,000,000	
Additional funding for Prince's Trust funding agreed Oct 14	£1,000,000		
		£1,000,000	
Balance of additional funding			£0

Grants made by outcome area this financial year

3.1 Table 2 shows the breakdown of grants awarded this financial year by outcome area under your Investing in Londoners grant programmes. Charts 1 and 2 show the proportion of grants awarded, including today's

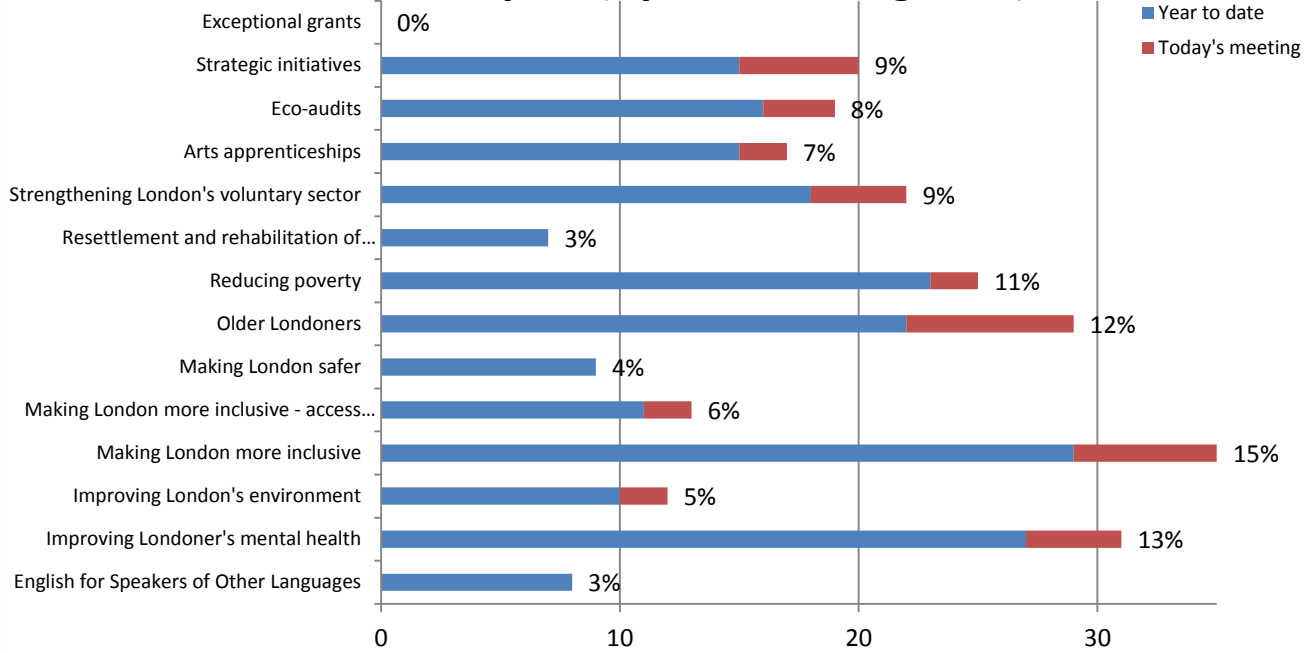
recommendations, by outcomes area. Chart 1 is based on the number of grants awarded and Chart 2 is based on the value of grants awarded.

Table 2: Grant approvals by outcome area (Investing in Londoners)

Fund/Program	Year to date	Today's meeting	Total	Year to date	Today's meeting	Total
English for Speakers of Other Languages	8	0	8	£434,510	£0	£434,510
Improving Londoner's mental health	27	4	31	£2,476,650	£306,600	£2,783,250
Improving London's environment	10	2	12	£714,250	£116,100	£830,350
Making London more inclusive	39	6	45	£2,242,857	£427,200	£2,670,057
Making London more inclusive - access audit	14	2	15	£48,657	£6,300	£46,806
Making London safer	9	0	9	£1,074,900	£0	£1,074,900
Older Londoners	22	7	29	£1,768,810	£414,420	£2,183,230
Reducing poverty	23	2	25	£2,395,000	£164,400	£2,559,400
Resettlement and rehabilitation of offenders	7	0	7	£818,200	£0	£818,200
Strengthening London's voluntary sector	18	4	22	£2,343,350	£406,400	£2,749,750
Arts apprenticeships	15	2	17	£36,000	£4,000	£40,000
Eco-audits	16	3	19	£44,000	£8,000	£52,000
Strategic initiatives	15	5	20	£1,743,840	£406,328	£2,150,168
Exceptional grants	0	0	0	£0	£0	£0
Grand total	210	36	246	£16,092,367	£2,255,448	£18,347,815

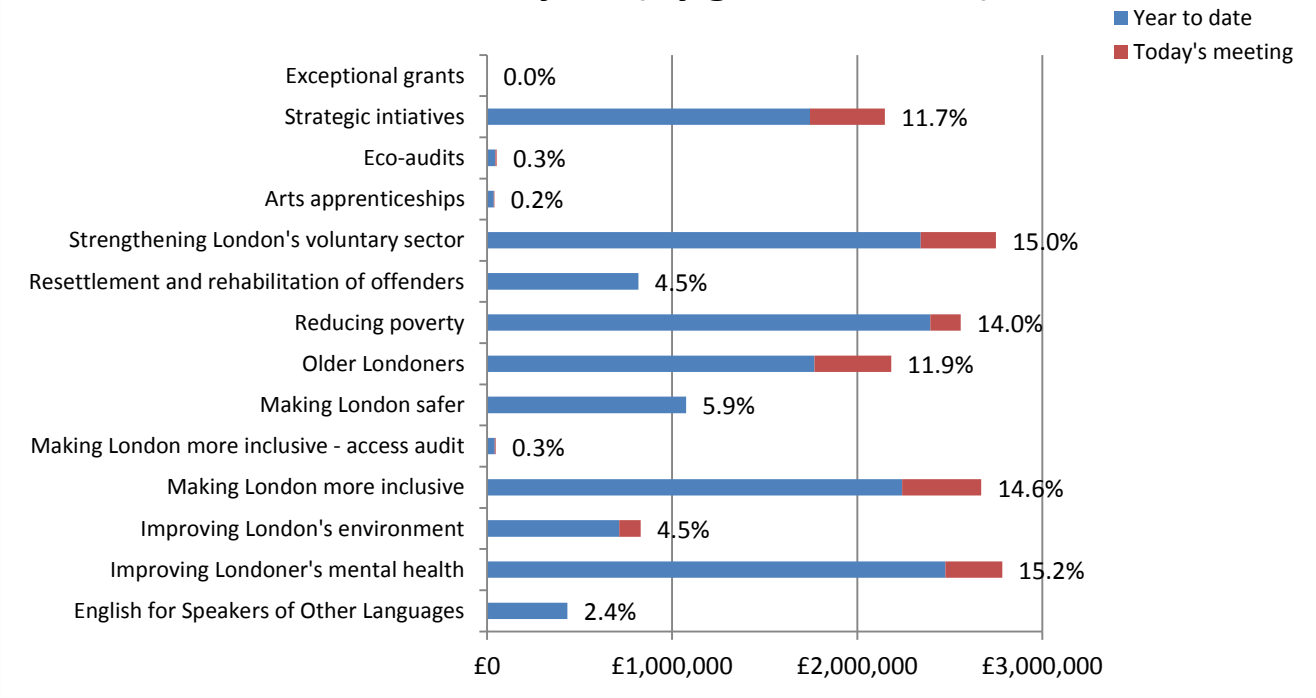
**Please note that £253,500 was also awarded this year for Working with Londoners programmes – these are not included in the above but are included in your overall 2014/15 year to date spend.

Chart 1: grants awarded by outcome area this financial year (by number of grants)



1 2

Chart 2: grants awarded by outcome area this financial year (by grant amount)



¹ Making London More Inclusive – Access Audits are included within the Making London More Inclusive programme total in chart 2 and chart 3.

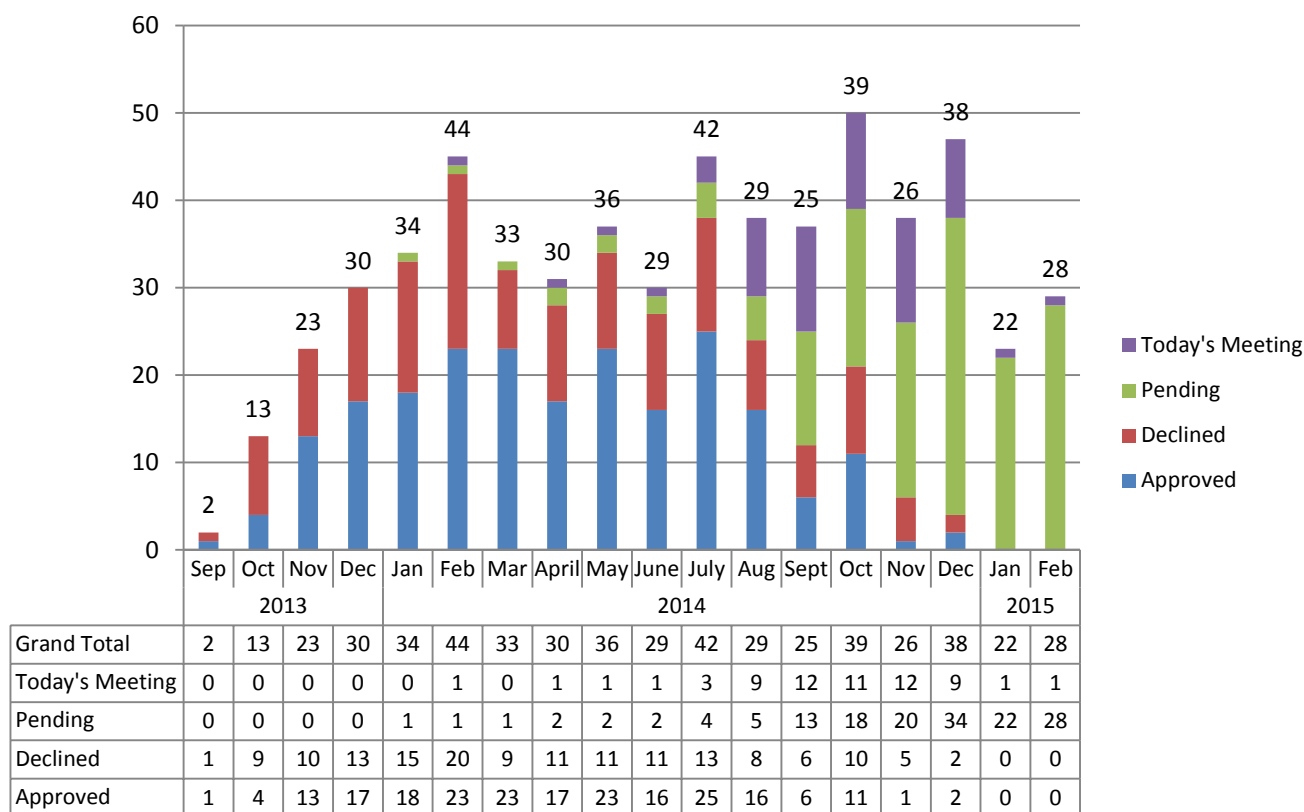
² The Horizontal axis represents the number of grant awards. Bar percentages represent the proportion of grant awards for each programme. For example – (including today's proposal) there have been 20 awards made under Strategic Initiatives (horizontal bar). These 20 awards represent 9% (as a proportion) of all awards made.

- 3.2 Your Making London More Inclusive programme has attracted the highest number of awarded grants, followed by Improving Londoners' Mental Health, Reducing Poverty and Older Londoners. These four programmes account for over half of all awarded grants to date. These broad programmes serving those with the highest level of needs are expected to attract large numbers of applications. It is not surprising that these programmes also have high numbers of awarded grants. For three of these programmes - Making London More Inclusive, Improving Londoner's Mental Health and Older Londoners - the number of awarded grants may also reflect the established nature of these programmes. You supported similar activity under your previous Working with Londoner's programmes and the Trust is well known in the sector as a potential funder of work carried out under these headings. Reducing Poverty is a new area for your Trust, not previously funded by Working with Londoners. High numbers of grant awards may reflect the multiple priorities under which organisations can apply and the withdrawal of alternative public sector/statutory funding despite a lack of corresponding decline in need.
- 3.3 Three programmes experienced particularly low numbers of grants awards - Resettlement and Rehabilitation of Offenders, English for Speakers of Other languages and Making London Safer. None of these programmes have attracted large numbers of applications, indeed - Resettlement and Rehabilitation of Offenders and English for Speakers of Other Languages - have the lowest numbers of grant applications across your Investing in Londoners portfolio. Given the complexity and sensitivity of the need of the client groups, these programmes have very tailored, narrow, priorities necessarily limiting applications to high quality specialist organisations. Small numbers of applications and lower numbers of awards – compared with your other programme areas - is expected. Your officers have previously noted the impact of your requirement for appropriately qualified teachers for the delivery of activity under your English for Speakers of Other languages. Although this may have reduced the number of potential applications, in the opinion of your officers, this is outweighed by the benefit to Londoners of better quality services. Similarly, given the specialist nature of 'through the gate' and on release work with ex-offenders (Resettlement and Rehabilitation of Offenders) and the degree of expertise required to deliver projects to support survivors of domestic violence, trafficking or hate crime (Making London Safer), the number of organisations with the ability to apply to your Trust for funding is limited.
- 3.4 The value of grants (including pending proposals for decision today) under Improving Londoner's Mental Health, Strengthening London's Voluntary Sector and Making London More Inclusive and represents nearly half (45%) your programme spend for this financial year to date. The proportion of grants awarded as under Reducing Poverty and Older Londoners is comparatively high as a consequence of larger numbers of applications for relatively higher grants.

Applications received since the launch of Investing in Londoners in 2013

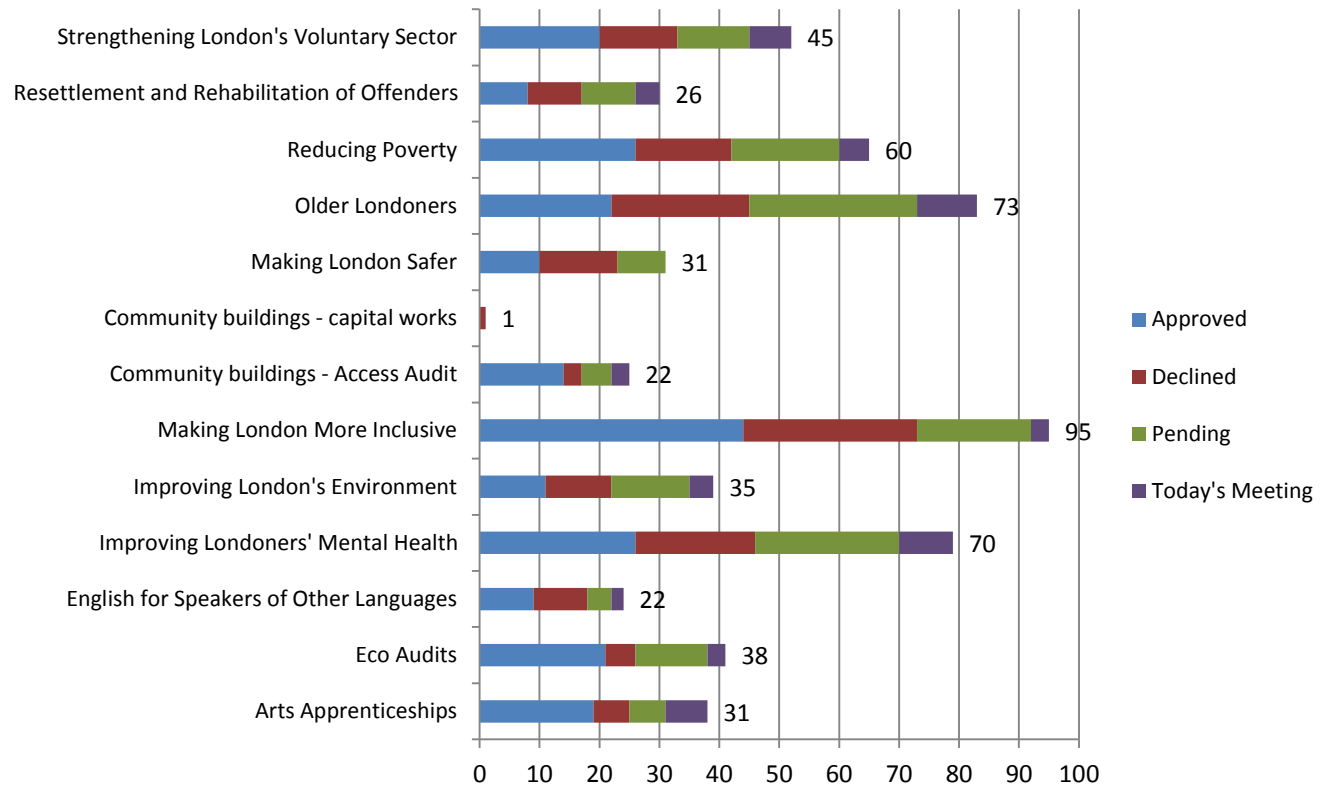
- 4.1 Chart 3 shows the number of applications received by month and the action taken (excluding strategic initiatives and partnership programmes) since the launch of Investing in Londoners in September 2013 and the number of applications, by month of receipt, for decision at today's meeting. Please note that applications for decision at today's meeting are included in the 'pending' category in chart 3. Application numbers grew in the first 6 months with a peak of 44 applications received in February 2014. This is similar to the previous year, possibly due to organisations aiming to submit applications before the start of their new financial year. Application numbers dipped in June but reached a high of 42 in July which may reflect greater awareness of your programmes over time and a keenness of organisations to submit applications before the summer break. Applications received fell during August and September, which is traditionally a quiet time for fundraising. Applications climbed again in October, dipped in November and rose again in December with applicants keen to submit before the Christmas break. Applications were low in January, reflecting the seasonal holiday period with numbers continuing to increase in February.
- 4.2 The majority of applications are assessed and presented to the Trust's board for decision within the four month period, as stated on the Trust's website. A total of 19 applications fall outside of the four month decision making period. Two applications have been pending for between 5 to 6 months with a further 8 pending for between seven to eleven months. Three applications have been pending for 12 months or more. All of the 19 applications are awaiting additional information from potential grantees before your officers can progress further assessment.
- 4.3 The overall proportion of approvals has risen from a low of 31% in October 2013 to over 70% in March 2014 with the average approval rate (to date) at nearly 60%. The rise in approvals is partly explained by receipt of fewer proposals for work outside of your programme priorities, and officers have noted a gradual increase in the quality of applications. This is a consequence of greater clarity and advice given to potential applicants.

Chart 3: applications received by month and action taken since Investing in Londoners launch in September 2013



4.4 Chart 4 summarises the number of applications received by outcome area since Investing in Londoners was launched in September 2013 (excluding strategic initiatives and partnership programmes). As mentioned in paragraph 4.1, applications for decision at today's meeting are still classified as 'pending'. In line with the analysis of grants awarded, this shows that there are high numbers of applications under Older Londoners, Improving Londoner's Mental Health and Making London More Inclusive. It is interesting to note the continuing strong number of applications coming through under your new grants programme Reducing Poverty. On average, across your Investing in Londoners programmes, approximately 40% of all applications are rejected. However, rejection rates vary between programmes. Rejection rates compare favourably with your previous Working with Londoners Programmes.

Chart 4: Investing in Londoners applications received by outcome area and action taken since launch in Sept 2013



Today's applications

5.1 68 applications will be dealt with at today's meeting. Table 3 notes the type of action recommended. Full details of each of these applications are shown in separate sections later on in your papers for today's meeting.

Table 3: Action to be taken on applications today

Action to be taken	Number
Applications recommended for grant	26
Funding approved by delegated authority up to 10k (to note)	9
Funding approved by delegated authority from 10 to £25k (to note)	1
Applications recommended for rejection	21
Withdrawn applications (to note)	9
Applications lapsed (to note)	2
Total applications	68

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The City Bridge Trust Investing in Londoners Summary of Grant Recommendations

	Ref No.	Organisation	Requested Amount	Recommended Amount
<u>Strategic Initiatives</u>				
a)	12774	Youth Inclusion Event	£24,000	£24,000
b)	12775	NCVO-CES Merger	£50,000	£50,000
c)	12776	Heart of the City	£278,328	£278,328
d)	12778	Social Finance	£50,000	£50,000
<i>Total Strategic Initiatives</i>			£402,328	£402,328
<u>Improving London's Environment</u>				
e)	12421	Chiswick House and Gardens Trust	£139,481	£89,100
f)	12495	Kingston Environment Centre (KEC)	£27,000	£27,000
<i>Total Improving London's Environment</i>			£166,481	£116,100
<u>Improving Londoners' Mental Health</u>				
g)	12600	Action for Stammering Children (ASC)	£60,000	£60,000
h)	12494	Metro Centre Limited	£119,603	£119,600
i)	12436	National Association for People Abused in Childhood (NAPAC)	£30,684	£31,000
j)	12524	Shepherds Bush Families Project & Childrens Centre	£67,484	£96,000
<i>Total Improving Londoners' Mental Health</i>			£277,771	£306,600
<u>Making London More Inclusive</u>				
k)	12498	Action on Disability	£124,090	£121,300
l)	12515	Frenford Clubs	£67,500	£54,000
m)	12518	Mind in Croydon	£155,471	£143,600
n)	12591	Sutton Mencap	£99,042	£102,000
<i>Total Making London More Inclusive</i>			£446,103	£420,900
<u>Older Londoners</u>				
o)	12532	Action on Elder Abuse	£44,418	£44,420
p)	12545	AESOP Arts and Society Limited	£45,887	£45,900
q)	12500	Dulwich Picture Gallery	£175,129	£40,000
r)	12262	North London Hospice	£90,000	£90,000

The City Bridge Trust
Investing in Londoners
Summary of Grant Recommendations

	Ref No.	Organisation	Requested Amount	Recommended Amount
s)	12378	South Thames Crossroads - Caring for Carers	£124,690	£140,000
t)	12582	Sydenham Garden	£39,084	£39,100
Total Older Londoners			£519,208	£399,420
<u>Reducing Poverty</u>				
u)	12509	Haven	£133,626	£76,600
v)	12295	Kingston Churches Action on Homelessness	£87,786	£87,800
Total Reducing Poverty			£221,412	£164,400
<u>Strengthening London's Voluntary Sector</u>				
w)	12204	Association of Chief Executives of Voluntary Organisations (ACEVO)	£29,500	£29,500
x)	12512	London Play	£137,973	£138,000
y)	12548	Partnership for Young London	£141,629	£142,000
z)	12521	Voluntary Action Islington Limited	£96,873	£96,900
Total Strengthening London's Voluntary Sector			£405,975	£406,400
Grand Totals			£2,439,278	£2,216,148

Committee:	Date:
The City Bridge Trust Committee	12 March 2015
Subject: Youth Inclusion Event	Public
Report of: Chief Grants Officer	For Decision
Summary	
<p>This report informs Members of an event planned for May 2015 on the subject of supporting greater inclusion of disabled young people in voluntary-managed youth services in London and requests a sum to be allocated for staging the event.</p>	
Recommendation	
<p>That a sum of up to £24,000 be allocated to support a Youth Inclusion event at Mansion House in May 2015. The event will form part of the Trust's 20th Anniversary celebrations.</p>	

Main Report

1. The Trust has long taken an active role in the two principal professional networking agencies for funders – London Funders; and the Association of Charitable Foundations (ACF). These and other networks have been crucial to our engagement in issues and to providing opportunities to learn and to inform.

2. One of your officers has chaired the London Funders' Children & Young People interest group since late 2013. Meeting quarterly, this group comprises representatives from independent trusts and foundations; all the London local authorities; London Councils; and the GLA. It is charged with seeking and circulating the latest information affecting the capital's young people and, in this respect, regularly invites key agencies to present. The aim is that funders and commissioners become better informed of good practice, gaps in provision, and future needs.

3. Currently, three major factors are having a significant impact on the range and quality of youth services available to young people in London. The first of these is the considerable reduction in funding for youth work from local and central government which has left many organisations operating with reduced staffing and/or having to call on their reserves.

4. The second involves the shift of statutory funders from supporting such services through grants, to commissioning. In itself this is not necessarily a problem - the difficulties arise because there is no universal model of commissioning (some commission outcomes; others activities for example) nor is there a national/universal framework for how these services should look and operate. This makes it especially difficult for organisations which are

small and/or specialist; and for those which operate across borough boundaries.

5. The third factor is the implementation of the Children and Families Act 2014 (which became law in September 2014) and is a good thing. At its heart it stipulates that services must meet the needs of disabled children and young people in relation to their education, welfare and health (rather than young people having to “fit in” to what was already set up); and that service providers consult and co-produce with young people. As a model of approach it is to be commended and the philosophy behind it could and should be implemented across all services for young people.

Proposal

6. In discussing these and other issues within the London Funders network it became apparent that there was a need, and appetite, to help voluntary-managed youth services learn from each other how to become more inclusive and to better provide for disabled young people.
7. Three other organisations in addition to City Bridge Trust have driven this debate: *BBC Children in Need* (which annually commits c£7m to London & the South East); the *John Lyon’s Charity* (which funds services for young people in 8 London Boroughs and the City); and *London Youth*, the umbrella body for this sector with a membership of over 400 organisations.
8. We four organisations have formed a working Alliance to help the sharing of good practice on inclusion. As part of this we are planning a seminar whereby organisations which are already exemplars in this subject can showcase their methodologies to those who would like to do more. Whilst “inclusion” could potentially cover a range of issues (eg girls and young women; ethnic minorities) the seminar will focus on disability and on highlighting practical steps which providers can take to make their services more accessible to disabled young people. The event, for 250 delegates, will also provide a much-needed, but rare, opportunity for youth workers from projects across London to network and to establish peer relationships.
9. A tentative approach to the Mansion House as a possible venue for this was greeted with much enthusiasm and they have kindly offered to host the event – which will be on Wednesday 6th May (1 - 6pm). The Lord Mayor has expressed his willingness to say a few words of welcome to delegates, whilst it is hoped to gain some coverage of the issue through the BBC.
10. Whilst the venue is to be provided at no cost; and the delegate-management functions to be provided at no cost by others in the Alliance, a budget is necessary to cover a number of costs connected with the seminar. These include: catering; event-management (incl chairing, recording, etc); and PA/audio visual hire.
11. It is also hoped to have some short films made with and by young people which can be shown at the event to illustrate good practice and to give them

their own voice on the subject. Given the short timeframe for these to be made (though the Easter Holidays will offer a good opportunity to engage) your officers would like to commission the Media Trust for this element.

12. Whilst the seminar will be extremely valuable in itself, the learning and sharing of good practice will continue beyond the event, with networks and peer relationships encouraged and supported. A report of the key issues and guidance for practitioners will be produced and disseminated and also shared with other funders and commissioners through London Funders and ACF.

Costs

13. Officers have estimated that a budget of up to a maximum of £23,000 is needed to deliver the seminar and follow-up work as outlined:

	<u>£</u>	
Catering (for 250):	12,000	
Media Trust:	7,000	
Audio/visual:	2,000	
Event management	<u>3,000</u>	(including post-event reports, etc)
	24,000	

14. In the final reckoning some of these costs may come in less than estimated but it is prudent to identify a maximum limit at this stage.

Conclusion

15. This event will form part of the 20th Anniversary Year and will be branded as such. It builds upon the Trust's position as a key supporter of inclusion since its inception in 1995.
16. The Alliance between the Trust, BBC Children in Need, the John Lyon's Charity, and London Youth powerfully reflects the value and spirit of partnership and collaboration and sends an important message on this to the sector and beyond.
17. Being able to hold the event at Mansion House, as guests of the Lord Mayor, is also significant. Most of the delegates (who will include young people) would never otherwise have an opportunity to experience this amazing institution. The unique venue (including the provision of high quality catering) is intended to show the Alliance's high regard for those working in the youth sector and our commitment to supporting greater inclusion for disabled young people.

Recommendation

That a sum of up to £24,000 be allocated to support a Youth Inclusion event at Mansion House in May 2015. The event will form part of the Trust's 20th Anniversary celebrations.

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Committee:	Date:
The City Bridge Trust Committee	12 March 2015
Subject: Strategic Initiative – NCVO and Charities Evaluation Services Merger	Public
Report of: Chief Grants Officer	For Decision
Summary	
<p>This report requests funding to support the costs of a merger between the National Council for Voluntary Organisations (NCVO) and Charities Evaluation Services (CES), two of the country’s leading infrastructure organisations.</p>	
Recommendation	
<p>Members are asked to:</p> <p style="padding-left: 40px;">approve a grant of £50,000 over one year to the National Council for Voluntary Organisations (NCVO) to support the successful merger between NCVO and the Charities Evaluation Services..</p>	

Main Report

Background

1. The National Council for Voluntary Organisations (NCVO) is the main infrastructure body for the third sector in England. It has 11,000 members, ranging from large, household name charities, through to small community organisations. It provides a voice for the sector through engaging with policy makers, it delivers a range of support services to help charities work more effectively, and it is highly-regarded for its research into the size, scale, opportunities and challenges facing the voluntary and community sector. The Trust has funded NCVO several times to date through its Main Grants and Working with Londoners programmes, most commonly for projects supporting the charity sector across London.
2. Charities Evaluation Services (CES) is a smaller, specialist infrastructure organisation providing support to the voluntary sector on impact measurement and quality assurance. Established in 1990, CES is best known for its introductory guides to monitoring and evaluation, its training courses, and PQASSO, a quality assurance tool which is the most widely used by the voluntary sector. Over the years, the Trust has funded CES to deliver subsidised monitoring and evaluation training to City Bridge grant-holders as part of its efforts to improve the quality of impact reporting in the charity sector.
3. In September 2014, NCVO and CES announced that they were working towards completion of a legal merger by the end of 2014, and that full integration of the two organisations would be addressed during 2015.

Rationale and Timetable for Merger

4. Whilst CES receives funding in the form of grants from Trusts, Foundations, and statutory sources, a significant proportion of its income is generated from sales of training, publications and consultancy, largely from the voluntary and community sector.
5. Members will be aware that funding for infrastructure support services has been under pressure for some time. Simultaneously, and arising from the income squeeze which many voluntary and community organisations are facing, charity-sector budgets for training and consultancy have been cut back. Whilst CES remains a financially viable organisation these trends have nonetheless challenged its margins. CES and NCVO began merger discussions in early 2014, driven by five specific factors:
 - i. There is a close strategic fit between the two organisations. CES is the UK's leading provider of support and advice on quality and evaluation systems for the voluntary sector, and NCVO is the biggest provider of support to voluntary organisations in England.
 - ii. Both organisations are driven by a commitment to strengthen and improve the voluntary sector and have a history of collaboration on research, policy influencing and delivery of support services.
 - iii. In the current climate, it is ever more important for voluntary sector organisations to be able to measure and demonstrate impact. A strong and unified infrastructure service can facilitate this.
 - iv. Merger enables both organisations to strengthen their efficiency and financial sustainability and reduce duplication of services.
 - v. There are business opportunities that neither organization can maximize alone, particularly further development of the quality assurance tool, PQASSO.
6. Following a preliminary exploration of strategic fit, detailed talks between NCVO and CES began in July 2014. The organisations announced their merger in October 2014.

Post-Merger Priorities

7. Although both organisations have a history of collaboration and share many of the same values, a merger can be unsettling for staff and does involve additional work to ensure successful completion of the process.
8. In 2015, the newly merged NCVO/CES (hereafter referred to as NCVO) will work to:
 - i. Integrate customer databases, websites, and financial systems

- ii. Promote CES products and services to a wider audience of charity sector organisations
 - iii. Develop a shared sense of identity between staff in order to avoid the loss of key personnel
 - iv. Communicate the merger to key stakeholders including trustees, members, funders, contract clients, service users and partners
9. NCVO has approached City Bridge Trust for support towards half the costs of these post-merger activities, and the charity will provide the other half from its own resources.

Financial observations

10. As of 18th February NCVO had confirmed £10.2m (90%) of its forecast income for 2014-15 and £6.7m (70%) of its forecast income for 2015-16. As a result of the merger in the current year 2014/15 where CES becomes part of NCVO and is included in the table below, NCVO anticipates a 17.7% increase in income from 2013-14 to 2014-15. For 2015-16, NCVO has not assumed that CES' earning potential will remain at its current rate and has budgeted on a prudent basis including only those grants and fees that it believes the organisation has a high probability of winning.
12. NCVO's reserves policy was reviewed in March 2014 and, based on their risk analysis, trustees agreed that a readily realisable reserve of £2m was necessary. This level of available reserves equates to 2.7 months' worth of total expenditure. As shown in the table below, actual available reserves held at the end of March 2014 were £2,678k, which is £678k ahead of the target holding. At the end of 2015/16, available reserves are forecast to be £812k ahead of target.

Year end at 31 March	2013/14 Audited Accounts	2014/15 Current Year Budget	2015/16 Forecast
Income and Expenditure	£	£	£
Income	9,588,000	11,281,000	9,579,000
Expenditure	8,868,000	11,182,000	9,411,000
Unrestricted Funds Surplus / (Deficit)	629,000	84,000	168,000
Restricted Funds Surplus / (Deficit)	91,000	15,000	0
Total Surplus / (Deficit)	720,000	99,000	168,000
Surplus / (Deficit) as a % of turnover	7.5%	0.9%	1.8%
Cost of Generating funds (% of income)	993,000 (10.4%)	1,223,000 (10.8%)	1,024,000 (10.7%)
Free unrestricted reserves			
Unrestricted free reserves held at Year End	2,678,000	2,762,000	2,930,000
How many months' worth of expenditure	3.6	3.0	3.7
Reserves Policy target	2,000,000	2,515,950	2,117,475
How many months' worth of expenditure	2.7	2.7	2.7
Free reserves over/(under) target	678,000	246,050	812,525

Conclusion

13. NCVO and CES are well-regarded infrastructure organisations, offering valued support to the voluntary sector and representing the sector's interests with policy makers. At a time when charities are under ever more pressure to demonstrate the impact of their work, low-cost and highly-skilled training and consultancy of the type offered by CES is of particular importance.
14. It is difficult for CES to continue to operate as a stand-alone organisation and the merger with NCVO offers both charities the opportunity to combine their respective strengths. NCVO has a large membership and effective marketing capability which it will use to ensure that CES services are well promoted.
15. The proposed strategic initiative will help ensure a successful merger between these charities and would demonstrate your continued support for work that promotes improved impact assessment and quality assurance in London's voluntary sector.
16. Total costs of the merger are expected to be £100,000. Both organisations have national remits but a significant proportion of the support they offer is to London-focused charities and consequently a £50,000 award is advised.

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Committee:	Dated:
The City Bridge Trust Committee	12 March 2015
Subject: Strategic Initiative: Heart of the City	Public
Report of: Chief Grants Officer	For Decision

Summary

This report requests funding to:

- (a) support the charity, Heart of the City, to expand its successful programme to introduce and support businesses to begin Corporate Social Responsibility programmes from the City and its fringes across Greater London; and
- (b) deepen the connections between the Heart of the City and the City Bridge Trust networks.

The proposal is placed in the context of the un-precedented funding cuts to London boroughs, and the increased demand on many not-for-profit organisations. It considers that the best of the community and voluntary, private, and statutory sectors need to combine to achieve the best impact for disadvantaged Londoners.

Recommendation

Members are asked to:

- **Approve a grant of £278,328 over three years (£118,820; £102,008; £57,500) to Heart of the City to roll out its Corporate Social Responsibility Newcomer programme across Greater London and to deepen the connections between the London business sector and the voluntary and community sector, building on the combined networks of the charity and City Bridge Trust.**

Main Report

Background

1. There are many charitable organisations which assist London's vulnerable and marginalised groups. You directly fund between five and six hundred of these organisations at any one time. Demand for support from many of these charities is increasing and, often, outstrips supply. This is at a time when there have been significant cuts in funding available and more are forecast (Local Authority budgets for non-statutory services are projected to drop by a further

43% over the next five years based on December 2014 Autumn Statement figures).

2. Against this back-drop the need for organisations to think creatively and laterally about the most effective way to deliver their work is more important than ever. Part of this is about bridging the different sectors - the voluntary, statutory and private sectors - and for each sector to share the best of itself and to learn from the best of the others. It is in this context that the charity Heart of the City has an important role to play.

The Organisation

3. Heart of the City was launched in 2000 as a joint initiative of the Bank of England, the City of London Corporation, and the then Financial Services Authority (now operating as the Financial Conduct Authority and Prudential Regulation Authority). It is now an independent charity.
4. It has developed an impressive network of responsible businesses, including senior business leaders and Corporate Social Responsibility (CSR) practitioners, committed to sharing their experiences, resources, and their time, with others in order to deliver long-term benefits, impact and measurable outcomes for their businesses and the wider community.
5. The Heart of the City network is comprised of Newcomers (businesses new to CSR); Alumni (graduates from the Newcomers programme which require on-going support) and Contributors (businesses with CSR expertise who can give back to/mentor other businesses).
6. The charity is well-networked across the square mile, whilst also maintaining good working relations with the City of London Corporation. The City houses the charity in Guildhall and the Lord Mayor is co-President of the charity with the Governor of the Bank of England. The charity has a board of 10 including one representative from the City of London Corporation, the Assistant Director of Economic Development, and its Chairman is Harvey McGrath. The charity is advised by an impressive Council of nearly 30 senior business leaders, including representation from the Chairman and Senior Partner of PricewaterhouseCoopers, the Bishop of London, as well as the Chairman of Policy and Resources.
7. To date the charity has focused its efforts on the City and its neighbouring boroughs. In its 15th Anniversary Year, the charity is now looking to expand its core business across the whole of Greater London.

The Proposal

8. This strategic initiative has two key parts:
 - (a) To enable Heart of the City to take its successful work to introduce and support more business to adopt CSR (through its Newcomers programme – see paragraphs 10 - 13) beyond the City and its fringes to Greater London;

- (b) To maximise the potential benefits to Londoners, by enabling closer connections between the Heart of the City's business networks and City Bridge Trust Community and Voluntary sector networks.
9. Both the above build on the work of your Strengthening the Voluntary Sector funding stream, and have the potential to improve the resilience of the voluntary and community sector and so enable, ultimately, better outcomes for disadvantaged Londoners.
- Newcomers programme**
10. The Heart of the City's free 'Newcomers' programme enables businesses, primarily small and medium-sized enterprises (SMEs), which are new to the notion of CSR to tap into the experts and contacts they need to quickly build an effective programme of community engagement and environmental management.¹ This programme is offered at no cost to business in order to remove the barriers that sceptics often give for why they have not started a CSR programme previously.
11. The Newcomers programme delivers both the knowledge and the resources needed to establish the foundations of a strategic and business-wide responsibility programme. It includes three half-day CSR workshops, support from a dedicated project manager, one-to-one mentoring with experienced CSR professionals, access to online CSR best practice tools, progress reports to help CSR programme development, and regular networking events.
12. You helped expand the Newcomers programme in the City fringes in 2010 with one three-year grant of £157,500 (3 x £52,500) and one two-year grant of £108,000 (£52,500, £57,500), enabling 150 businesses to start or grow their CSR programmes awarded under your Strengthening the Community and Voluntary Sector programme.

Impact

13. The Newcomers programmes lasts for one year, and the impact is immediately realised. Last year's Newcomer cohort (55 businesses graduating in 2014) made over £2,180,715 in charitable contributions to their community. This included corporate donations and staff volunteering time.
14. Over 90% of graduating Newcomers developed waste reduction and recycling initiatives, and 82% reduced their energy consumption. Over 50% started purchasing from green, fair-trade or local social enterprises.
15. Importantly, the majority of Newcomer businesses also put in place the structure needed to sustain their programmes once Heart of the City's support finishes. Over 89% of the businesses engaged their senior staff (CEO, Chairman, etc) to ensure lasting endorsement. Over 72% had established a formal CSR committee and network of champions throughout the business in order to ensure accountability and smooth the workload.

¹ Corporate Social Responsibility is a concept whereby companies integrate social and environmental concerns in their business operations and interactions with their stakeholders.

16. Over the longer term, there is a multiplier effect in Heart of the City's work as more charities are supported and as Newcomer CSR programmes grow. Heart of the City also amplifies the work of other City of London programmes, which aim to increase business involvement in the community, making over 50 business referrals to City of London initiatives (e.g. apprenticeships, City Action, Lord Mayor's Dragon Awards, as well as the Lord Mayor's Appeal etc) every year.
17. Heart of the City's programmes are highly regarded. 100% of businesses rated the Newcomers programme as good to excellent in 2014. Participants particularly highlighted the importance of time saved by quickly getting access to insight, resources and case studies through Heart of the City.
18. For every £1 invested into Heart of the City, a further £1 is leveraged in pro bono support and a further £8 is made in charitable donations. During the next three-year period of working with City Bridge Trust, Heart of the City expect to leverage an additional £750,000 in pro-bono support.

Strategic Expansion of Heart of the City

19. It is proposed that Heart of the City's highly-regarded Newcomers programme is extended to boroughs across London and that new technology is introduced to enable the team to more efficiently engage and track businesses after graduation.
20. As part of the pan-London expansion, Heart of the City will help its Newcomers understand the socio-economic pressures of their local neighbourhoods, thus leveraging the in-kind support of Heart of the City's business community to CBT grantees. It is expected that the annual grant from CBT will directly leverage between £750,000 - £1,000,000 in charitable contributions to local communities, including approximately 1,000 employee volunteers.
21. Heart of the City will profile 600 CBT grantees through an online mapping system and will offer 140 capacity-building sessions to London charities to improve business engagement skills across the grant term.
22. Over 300 referrals to London's community organisations will be made, 50% of which will be to City Bridge Trust priority areas. In addition to making more effective referrals to CBT's grantees, a pan-London Heart of the City will also make more referrals to the Lord Mayor's Dragon Awards, to the Prince's Trust and other CBT strategic partners.
23. The introduction of new technology will help enable Heart of the City to better raise its own income in the future, making it less reliant on grant-funding. It currently generates £30,000 in fees/donations and its ambition is to bring this up to the required amount to cover the CBT-funded posts within five years.

Funding

24. The Heart of the City is currently funded from three main sources: fees and donations of £30,000; a grant from the Policy and Resources Committee of

£165,000 per annum, with a supplement by Economic Development, £29,000, and a grant from the City Bridge Trust (£57,000, which comes to an end in June 2015). In addition to this, it receives approximately £250,000 per annum in in-kind support from businesses.

25. The strategic initiative proposed in this report is costed at £118,820 in Year 1, £102,008 in Year 2 and £57,500 in Year 3, totalling £278,328. This will contribute to the overall cost of the Newcomers programme, including a contribution to core costs, and will enable it to begin its roll out to Greater London.
26. The roll out has the potential to be scaled more rapidly if at a later date more resources were secured: and consideration may be given to this as time progresses, depending on impact. This would form the basis of a further proposal to you.
27. The annual budget for the Newcomer programme is set out below, with the contribution requested through this strategic initiative identified:

Expenditure	£
Newcomers programme staff (Director, Membership Manager, Marketing Officer, Finance Officer, Team Assistant (p/t))	246,090
Project running costs, overheads & management (including evaluation; and technology and digital)	44,000
Volunteer expenses (2 summer volunteers)	7,686
Total	297,776
Requested from CBT per year	Yr.1 £118,820 Yr.2 £102,008 Yr.3 £ 57,500

Legal Implications

28. Heart of the City is an independent charity, but given its close connections to the City of London Corporation - through its origins, trustee board and advisory group representation, location, and current funding received - advice was sought from the Comptroller and City Solicitor on this proposal.
29. The Comptroller and City Solicitor has advised that:
 - (a) Heart of the City is eligible to secure funding from the City Bridge Trust under the existing policy that governs the application of the Bridge House Estates charity's income surplus to that retained to maintain the five bridges; and

- (b) The City Corporation's role in establishing and providing on-going support to the Heart of the City charity does not give rise to a conflict of interest which would prevent the City Bridge Trust Committee (the City Corporation being the trustee of Bridge House Estates) from properly considering this grant application in accordance with the published policy.

Financial Observations

30. Forecast income in the current year 2014/15 is £589,805, all of which had been confirmed by February 2015. The following year 2015/16 includes forecast income of £540,000, of which £465,000 (86.1%) had also been confirmed. Income from this pending application to City Bridge Trust and associated expenditure is not included in the charity's budget.
31. The charity's reserve policy is to hold six months' worth of operating costs in free unrestricted funds, which equates to £263,922 in 2013/14. At 31st March 2014 free unrestricted funds stood at £265,233 which is equivalent to 6 months' worth of total expenditure. The charity has advised that it is building up its reserves to also cover an annual Project Manager's salary in case funding bids for this post are unsuccessful.

Year end at 31 March	2013/14 Audited Accounts	2014/15 Current Year Budget	2015/16 Following Year Budget
Income and Expenditure	£	£	£
Income	563,453	589,805	540,000
Expenditure	527,843	540,961	570,044
Unrestricted Funds Surplus / (Deficit)	54,188	42,040	9,071
Restricted Funds Surplus / (Deficit)	(18,578)	6,804	(39,115)
Total Surplus / (Deficit)	35,610	48,844	(30,044)
Surplus / (Deficit) as a % of turnover	6.3%	8.3%	(5.6%)
Cost of Generating funds (% of income)	28,173 (5.0%)	-	-
Free unrestricted reserves			
Free unrestricted reserves held at Year End	265,233	307,273	316,344
How many months' worth of expenditure	6.0	6.8	6.7
Reserves Policy target	263,922	270,481	285,022
How many months' worth of expenditure	6.0	6.0	6.0
Free reserves over/(under) target	1,311	36,792	31,322

Conclusion

32. At a time of unprecedented cuts to London Boroughs, reduced services, and consequently many increased demands on not for profit organisations to meet the needs of disadvantaged Londoners, it is crucial that the best of all sectors is drawn on to achieve better outcomes. Heart of the City already has a good track record of engaging and developing City business to adopt a CSR

agenda: mobilising their time, skills, and resources to benefit charities to improve their resilience and ability to deliver.

33. This strategic initiative is an opportunity to take something which has worked well in a central London location, and take the offer to Greater London. This will be done in a phased way so as not to compromise quality, and also cogniscent of the local landscape and provision that may exist to a greater or lesser extent in the different boroughs.
34. The strategic initiative will use technology to improve the reach and impact of the work. It will also look to bring the respective constituencies of the Heart of the City and the City Bridge Trust closer to both achieve benefits for your existing and potential grantees, and those businesses working in London. There is also an excellent opportunity to profile this work in the CBT 20th anniversary year and the Heart of the City's 15th anniversary year.

Appendices

None

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Committee:	Date:
The City Bridge Trust Committee	12 March 2015
Subject: Strategic Initiative – Social Finance Impact Incubator	Public
Report of: Chief Grants Officer	For Decision
Summary	
<p>This report requests funding to maintain your support for Social Finance’s Impact Incubator, an initiative creating sustainable funding models for work with some of society’s most vulnerable people. The funding would support the Impact Incubator’s mental health programme in Lambeth.</p>	
Recommendation	
<p>To approve a grant of £50,000 over one year to Social Finance for a Lambeth-based mental health pilot. The award to be charged against City Bridge Trust’s Strategic Initiatives allocation for 2014/15.</p>	

Main Report

Background

1. Established in 2007, Social Finance is a not-for-profit organisation working to tackle entrenched problems such as financial exclusion, drug dependency, re-offending and social isolation, through the development of new funding mechanisms and delivery models. Social Finance is perhaps most widely known for the work it is delivering to reduce recidivism rates amongst short-sentence offenders at Peterborough Prison. This brings together several charities to deliver a package of support that is funded by grant-making trusts. If the programme achieves pre-agreed outcome targets then the Ministry of Justice has agreed to pay the grant-making trusts (who have provided the risk capital) their original investment plus a small ‘profit’ which is based on the assumed savings to the State arising from rehabilitation. This funding mechanism is known as a Social Impact Bond and represents an innovative way to resource charities that deliver preventative services (which often otherwise struggle to raise finance for their work). It also offers grant-makers the opportunity to recoup and reuse their finance if the desired social impact is achieved.

2. In February 2014 you awarded Social Finance £24,000 towards the set-up costs of a new initiative called the Impact Incubator. This project seeks to find sustainable funding models for social welfare programmes tackling some of the issues faced by vulnerable people. The Incubator has been designed to harness the knowledge that grant-makers, including City Bridge Trust, have both of complex social problems and of charities delivering effective solutions, and to combine this with Social Finance’s expertise in investment structuring.

3. The overall focus of the Impact Incubator is to develop successful responses to entrenched social issues. This is not necessarily focused on an individual charity's work, but rather draws together a number of organisations which can, collaboratively, deliver the desired impact.
4. The Impact Incubator seeks to address five issues. First, charities often struggle to develop sustainable business models. Second, despite the significant knowledge held by grant-makers of the causes and effective solutions to social issues, Trusts and Foundations generally lack the capacity to help charities to expand their work beyond the life of any one grant. Third, despite its value to the charity sector there is relatively little funding for work to develop sustainable business models. Fourth, given funding pressures on the charity sector, there is widespread interest in developing new models that attract new finance beyond grants. Fifth, there is growing interest in social investment, and a growing pool of investors who are seeking investible propositions.

Work to date

5. When presented to your February 2014 meeting, the Impact Incubator was introduced as a five year project beginning with a six month research phase followed by formal launch in September 2014. The research phase evaluated which social issues would be most suitable for the Incubator, and covered 12 topics ranging from work with perpetrators of domestic abuse, family homelessness, aging carers, and young adults on the autistic spectrum. Issues were prioritised based on the following criteria:
 - breadth and depth of potential impact (how many people are affected by the issue and how acutely are they affected?);
 - potential to engage a broad-range of grant-makers in the work;
 - good depth of knowledge of the most effective interventions to address the social issue;
 - potential to generate revenue for the work through public sector commissioning; and,
 - potential to develop investible models that would finance the delivery of work.
6. At the end of the research phase Social Finance identified work with perpetrators of domestic abuse, work with care leavers, and work to address BME mental health inequalities as the most suitable for further exploration. The grant-funders involved in this programme (City Bridge Trust, Barrow Cadbury Trust, Esmée Fairbairn Foundation, Tudor Trust and LankellyChase Foundation) have been fully involved with the Incubator through quarterly steering committee meetings and have approved the focus on the chosen topics.

Future focus

7. One of the topics chosen by the Impact Incubator, BME mental health inequalities, is of particular interest to City Bridge Trust. Since 1995, the Trust has funded mental health support work and had dedicated grant programmes

under both *Working with Londoners* and *Investing in Londoners*. The Trust's current *Improving Londoners' Mental Health* programme seeks to ensure that more people from BME communities access appropriate mental health services.

8. Care Quality Commission data shows that BME people are over-represented in acute mental health services, with detention rates under the Mental Health Act 44% higher amongst black patients. The underlying reasons for this are not straightforward, but a number of factors have been identified including the extent to which NHS services are responsive to BME people with mental health needs, a loss of trust in diagnostic services, social stigma around mental health in certain communities, a lack of focus on data for BME mental health outcomes, and the impact of related factors such as deprivation and social exclusion.
9. Following discussions with local commissioners and charities, the Incubator is developing a Lambeth-based pilot to test preventative approaches that boost local community capacity and targeted healthcare interventions that improve outcomes for BME people with mental illness. The pilot will test which approaches are most effective in achieving the desired outcomes, and will engage commissioners throughout to identify opportunities for cost-savings associated with unnecessary admissions to inpatient wards.
10. The projected cost of the Lambeth pilot is £95,000 of which you are asked to provide £50,000. Funding has been secured from other grant-makers for the balance and to deliver work in the other topic areas (not all of which have an exclusively London-focus). Social Finance will continue to report progress through a series of quarterly meetings and reports.

Financial observations

11. The majority of Social Finance's income is generated through fees earned throughout the year. As of 24th February Social Finance had confirmed £2.7m (58.6%) of its forecast income for 2014-15.
12. Social Finance UK is a not-for-profit company limited by shares rather than a registered charity, and consequently prepares its accounts in line with the small companies regime under the Companies Act rather than according to the guidance set out in the Charity Commission's Statement of Recommended Practice (SORP). As such, the organisation operates without a reserve target, and does not calculate its cost of generating funds.

Year end at 30 September	2013/14 Audited Accounts	2014/15 Current Year Forecast
Income and Expenditure	£	£
Income	4,511,890	4,627,000
Expenditure	4,691,506	4,984,000
Surplus / (Deficit)	(179,616)	(357,000)
Surplus / (Deficit) as a % of turnover	(4.0%)	(7.7%)
Cost of Generating funds (% of income)	-	-
Free reserves		
Free reserves held at Year End	1,662,438	1,305,438
How many months' worth of expenditure	4.3	3.1
Reserves Policy target	-	-
How many months' worth of expenditure	-	-
Free reserves over/(under) target	-	-

Conclusion

13. Social Finance has made considerable progress since starting work on the Incubator. It has selected issues based on literature research as well as interviews and round-tables with public and voluntary sector organisations. The focus on BME mental health inequalities is a strong fit with City Bridge Trust's grant-making priorities, and the Lambeth pilot ensures that work over the coming months has a London benefit.

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MEETING: 12/03/2015

Ref: 12421

ASSESSMENT CATEGORY - Improving London's Environment

Chiswick House and Gardens Trust

Adv: Sandra Davidson

Base: Hounslow

Amount requested: £139,481

Benefit: Several SW London

Amount recommended: £89,100

The Charity

The Chiswick House and Gardens Trust (CHGT) was established in 2005 jointly by English Heritage and the London Borough of Hounslow (who had managed the gardens historically). The Trust is dedicated to the protection and enhancement of this Grade 1-listed villa and Grade 1-registered gardens, which have been enjoyed as a public park since 1929. Chiswick House is the first and finest examples of neo-Palladin design in England. The Trust oversaw a £12.1 million project, funded by the Heritage Lottery Fund and private donors, which restored the gardens in June 2010. The gardens at Chiswick are the birthplace of the English Landscape Movement and have inspired countless others including New York's Central Park.

The Application

Within the grounds of Chiswick House there is a walled garden, parts of which date back to 1682. As with the house and grounds, it had become overgrown and dilapidated but in 2005 a group of entrepreneurial local residents began a project to revive it and turn it into a community resource to teach people about horticulture and growing food. Repairs were made to the walls and gates; historic paths re-laid; and over 140 heritage fruit trees and soft fruits planted. The garden is a produce garden, divided into four quadrants, and fruits, vegetables, pulses, herbs, cereal crops and companion flowers are grown there. The project is thriving under the leadership of a full-time gardener and part-time volunteer manager.

The Recommendation

This request seeks support for salary and running costs of the successful Kitchen Garden Project including the Kitchen Gardener and part-time Volunteer Manager. The project has a core pool of regular, committed, volunteers who work in the garden every Tuesday and Thursday between 10am and 4pm and undertake planting and pruning fruit trees, growing vegetables, weeding, watering, composting, and picking produce. Regular volunteers also staff the garden on open days, selling produce and talking to the public about the garden and their work. The recommendation is for a lesser sum than that originally requested (which is to support two posts, one of which is full-time) as it is your general policy for projects such as this to fund a maximum of 1 FTE post. The organisation is aware of this approach:

£89,100 over three years (£29,130; £29,700; £30,270) for the salary of the full-time Kitchen Gardener and associated project costs.

Funding History

None

Background and detail of proposal

The kitchen garden is a sheltered and controlled environment, so close attention can be given to volunteers who may be particularly vulnerable or have support needs.

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CHGT promotes the kitchen garden volunteering opportunities on its website and through more than 70 community, educational, gardening or health related organisations. The aim of the project is to use the unique facility for the benefit of the local community, with a focus on those most disadvantaged.

In addition, there are 40 Friday morning sessions each year for school children and which focus on healthy eating, plant science and art. The children work outdoors on practical gardening tasks including digging. Since 2010 over 2,000 school children have benefited from the project.

CHGT is now led by a new Director who has been helping the Trust to plan for the takeover of the management of the house in 2016. It is currently formulating a five year business and fund-raising strategy. Whilst this intensive process is underway the charity is determined to maintain current provision, particularly for community groups and schools, and funding for the Kitchen Garden project is critical to this endeavour. It is hoped that by the end of the grant period, (should you approve one), CHGT will have established sufficient revenue streams to support the project.

Following Members' request at your last meeting about how much funding has been raised locally, the charity has provided the following information:

CHGT is heavily reliant on a group of 150 volunteers all of whom are drawn from the local and often immediately surrounding, area. Chiswick House Friends, a charitable trust founded by local residents to support the preservation and enhancement of Chiswick House and its Gardens, raised over £52,777 this year through subscriptions and an annual Dog Show which is held in the grounds. The charity expects a similar level of support/involvement in 2015/16. Appendix A to this report provides a programme of fundraising and promotional events for 2015.

Financial Information

Accounts for 2013/14 show a deficit on unrestricted funds of £149,230. The charity advises that this is largely due to a shortfall in anticipated grant funding towards expenditure which had already been incurred (approximately £100k). The charity attributes the balance of the deficit to a change in accounting policy for venue hire deposit receipts. These are now accounted for in the year of the event, which required £50k of deposits received in 2013/14 to be recorded in the accounts of 2014/15 when the related events will take place.

For the current year 2014/15 income is forecast to total £830,000 of which £651,000 (78.4%) had been confirmed as at 10th November 2014.

The organisation advises that the cost of generating funds figure was high in 2013/14 (and in the previous year) due to the implementation of a new fundraising function. The charity anticipates that these costs will reduce over the next three years and this is supported by a budgeted reduction of these costs in the current year as shown in the table below.

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Year end at 31 March	2013/14 Audited Accounts	2014/15 Current Year Budget
	£	£
Income and Expenditure		
Income	746,320	830,000
Expenditure	898,890	877,000
Unrestricted Funds Surplus / (Deficit)	(149,230)	(47,000)
Restricted Funds Surplus / (Deficit)	(3,340)	-
Total Surplus / (Deficit)	(152,570)	(47,000)
Surplus / (Deficit) as a % of turnover	(20.4%)	(5.6%)
Cost of Generating funds (% of income)	366,315 (49%)	148,000(17.9%)
Free unrestricted reserves		
Unrestricted free reserves held at Year End	292,999	245,999
How many months' worth of expenditure	3.9	3.4
Reserves Policy target	250,000	250,000
How many months' worth of expenditure	3.3	3.4
Free reserves over/(under) target	42,999	(4,001)

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MEETING: 12/03/2015

Ref: 12495

ASSESSMENT CATEGORY - Improving London's Environment**Kingston Environment Centre (KEC)****Adv: Sandra Davidson****Amount requested: £27,000****Base: Kingston upon Thames****Benefit: Kingston upon Thames****Amount recommended: £27,000****The Charity**

The Kingston Environment Centre (KEC) is one of the leading environmental organisations based within Kingston upon Thames, promoting a range of environmental activity across the borough. Its primary aim is to increase public knowledge and understanding of the natural environment including how human beings can live without compromising the ability of the planet to sustain future generations. KEC started as a partnership between two existing local organisations, Save the World Club and Kingston Green Fair. In 2011, with the support of Kingston Voluntary Action, it became independent and formed its own charitable company.

The Application

KEC is requesting a three year grant for a part-time Biodiversity Network Co-ordinator and associated costs to co-ordinate and develop the operation of the Kingston Biodiversity Network. The Network was established to highlight conservation concerns throughout the borough. The role will lead to the Network strengthening and forging partnerships and relationships.

The Recommendation

£27,000 over three years (3 x £9,000) for the salary of a part-time (14hpw) Biodiversity Network Co-ordinator and associated costs.

Funding History

None

Background and detail of proposal

KEC has created a Biodiversity Action Plan for Kingston, drawing expertise from across the borough, from previous research, and by consulting with the Council's Green Spaces Service Manager. KEC's Biodiversity Plan has been included within the Council's Green Space's Strategy 2008-18.

The Network is passionate about Kingston's wildlife, and establishes strong links between organisations and people who are interested in conserving and preserving biodiversity. Over 100 members are now part of the network, representing a range of interest groups, including London Wildlife Trust, Richmond Park Beetle Group, The Conservation Volunteers, and The Environment Agency to name a few.

The Network facilitates the exchange of environmental knowledge between people and organisations but currently lacks the capacity to share the knowledge more widely. The Network is helping to design biodiversity documentation including habitat management plans, as well as carrying out research to build a picture of Kingston's wildlife and borough updates. Meetings are attended by local conservation groups and ecologists and are open to the general public. The

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recruitment of the Biodiversity Network Co-ordinator will help promote conservation activity, encourage volunteer recruitment, and create and manage innovative projects targeting areas of biodiversity need throughout the borough. The role will create and develop environmental documentation - such as Habitat Action Plans - in consultation with the local authority. The worker will be supported by a strong voluntary presence and an established board of trustees, with the Network's steering group providing direction and training opportunities.

KEC is based in central Kingston, with access to a range of facilities – including a meeting space, office resources, small kitchen area, and a backyard/open-air space - available for use by a wide range of environmental groups. The Centre has a wide range of publicity material and notices about environmental work of all kinds. Future developments include obtaining registration with the Charity Commission and expanding activities beyond the Centre to increase contact with the general public.

Financial Information

Total forecast income in the current year is £32,100, of which 47% had been confirmed by December 2014. City Bridge Trust is not expected to make up the whole 53% shortfall, as KEC is currently working on other funding proposals it hopes to use towards its 2014-15 income target.

Year end at 31 March	2013/14 Independently Examined Accounts	2014/15 Current Year Forecast
Income and Expenditure	£	£
Income	16,376	32,100
Expenditure	16,520	34,401
Unrestricted Funds Surplus / (Deficit)	634	(2,201)
Restricted Funds Surplus / (Deficit)	(778)	(100)
Total Surplus / (Deficit)	(144)	(2,301)
Surplus / (Deficit) as a % of turnover	(0.9%)	(7.2%)
Cost of Generating funds (% of income)	25 (0.2%)	1,000 (3.1%)
Free unrestricted reserves		
Unrestricted free reserves held at Year End	5,405	3,204
How many months' worth of expenditure	3.9	1.1
Reserves Policy target	6,500	6,500
How many months' worth of expenditure	4.7	2.3
Free reserves over/(under) target	(1,095)	(3,296)

MEETING: 12/03/21015

Ref: 12600

ASSESSMENT CATEGORY - Improving Londoners' Mental Health**Action for Stammering Children (ASC)****Adv: Ciaran Rafferty****Base: Islington****Amount requested: £60,000****Benefit: London-wide****Amount recommended: £60,000****The Charity**

Action for Stammering Children (ASC), founded in 1989, is more commonly known as the Michael Palin Centre for Stammering Children. (Members will recall that the actor and geographer Michael Palin was the guest speaker at your Chairman's Dinner in 2010). The work of the organisation was featured in a BBC documentary, "*The Kid's Speech*", where the type and value of interventions and treatments was showcased to excellent effect. The programme illustrated the very severe mental anguish children (and their parents in turn) can experience as a result of stammering.

The Application

In late 2011 you awarded ASC £90,000 over three years towards the costs of providing specialist consultations to young people in London. The initial consultations (which include family members, either together or separately) are essential to determining the bespoke programme then needed to treat and support the young person. ASC's services are available to all young people in London and are unique – there is no other charity of this kind in the capital. On this basis the organisation is eligible to be considered for a further two years' support, hence this application.

The Recommendation

The work of this charity is quite remarkable, firstly because it is unique in the range and quality of its support for young people with a stammer; and secondly because of the progress that is made in helping each young person lead a "normal" life and to reduce the likelihood of developing acute mental health problems. (Members may wish to view a short but inspiring DVD on the charity's website <http://www.stammeringcentre.org/stammering-information-programme-dvd>). The grant, should you agree it, will fund the provision of specialist consultations for 2 - 18 year old Londoners - essential to enabling the delivery of subsequent treatment/therapies:

£60,000 over a further two years (2 x £30,000) for the costs of providing specialist consultations to young Londoners.

Funding History

Meeting Date	Decision
17/11/2011	£90,000 over three years (3 x £30,000) towards the costs of providing specialist consultation to young Londoners.
04/10/2007	Application declined as it was for the same purpose as before but within the fallow period, rendering it ineligible.
17/04/2003	£60,000 over three years (3 x £20,000) towards the costs of providing speech therapists to conduct assessments for stammering children.

Background and detail of proposal

It is estimated that 5% of young children experience stammering though most will grow out of it. However 1% will not and, as they follow their life path through primary school and, crucially, the transition into secondary school, the development and the impact of the stammer will worsen, just at the time in their lives where they begin to establish new social networks and greater self-identity. Stammering has a physiological basis in the brain structure – it is not caused by particular behaviour, incorrect parenting, sudden shocks, or any of the other common misconceptions – though it may be helped or hindered by the activity or reactions of others. This means that children can learn techniques to reduce the stammer (and therefore its impact) whilst parents can be better informed about what they can do to support their child.

In determining the right treatment and support for each child (and their families) it is essential to carry out an initial, specialist, assessment. After this, the charity then is able to establish a bespoke programme (eg it may involve intensive one-to-one therapy; or work within a small group; or a combination). Outcomes of work to date are impressive and show that some progress is always made.

Financial Information

Of the projected £570,852 income for 2014/15, £496,936 (87%) has been confirmed as of 19th February 2015.

Year end at 31 March	2013/14 Audited Accounts £	2014/15 Current Year Budget £
Income and Expenditure		
Income	593,727	570,852
Expenditure	510,434	603,896
Unrestricted Funds Surplus / (Deficit)	164,531	40,008
Restricted Funds Surplus / (Deficit)	(81,238)	(73,052)
Total Surplus / (Deficit)	83,293	(33,044)
Surplus / (Deficit) as a % of turnover	14.0%	(5.8%)
Cost of Generating funds (% of income)	48,908 (8.2%)	54,000 (9.5%)
Free unrestricted reserves		
Free unrestricted reserves held at Year End	325,736	365,744
How many months' worth of expenditure	7.7	7.3
Reserves Policy target	255,216 – 382,824	301,948 – 452,922
How many months' worth of expenditure	6.0 – 9.0	6.0 – 9.0
Free reserves over/(under) target	70,520 – (57,388)	63,796 – (87,178)

MEETING: 12/03/2015

Ref: 12494

ASSESSMENT CATEGORY - Improving Londoners' Mental Health

Metro Centre Limited

**Adv: Sandra Jones
Base: Greenwich
Benefit: London-wide**

Amount requested: £119,603

Amount recommended: £119,600

The Charity

Established in May 1992 the Metro Centre Ltd (Metro Centre) provides services to all people experiencing issues related to sexuality, identity, gender and diversity across London, in particular to the LGBT community. Work undertaken is within five closely integrated domains: mental health; youth; HIV; sexual and reproductive health; and community participation and involvement.

The Application

Funding is sought to deliver a London-wide programme of short term counselling and group therapy for young Lesbian, Gay, Bisexual, Transgendered and Questioning (LGBTQ) people aged 16-25 years. Funding, should you agree it, will cover the cost of a 3.5 day per week post; clinical supervision; and associated running costs. It also includes room rental as the service will be provided from a number of venues across London.

The Recommendation

The Metro Centre has a strong track record of working with LGBTQ people, providing a range of high quality services. Recently, the number of young people seeking emotional and mental health support has increased and, although the charity does provide some youth services, it currently has no mental health interventions specifically for LGBTQ young people. This project addresses a growing level of need. Funding is recommended as requested:

£119,600 over three years (£36,700, £41,100, £41,800) for the salary of a part-time (3.5 dpw) Service Co-ordinator; clinical supervision; room hire; and associated running costs.

Funding History

Meeting Date	Decision
07/10/2004	£75,000 over two and a half years (£30,000 to March 2005; £22,000 for 2005/06; £23,000 for 2006/07) for a service to families.

Background and detail of proposal

In London there are very few specialist LBGT mental health services, and those that do exist are commissioned to serve adult populations aged 25+years (as is the case for the Metro Centre). The charity is finding an increase in the number of young people presenting themselves with mental health issues, but has no specific services to offer at present and has to refer them to generic young people's mental health services. Although Metro Centre does have a mental health drop-in service, it is running at capacity and is commissioned for adults.

In response to this need, the LBGTQ Young People's Mental Health and Well-being Project aims to provide a service that offers one-to-one counselling; family therapy;

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group therapy and assessment; signposting and referral to other relevant services. It will also have a strategic development element, liaising with London local authorities to publicise the service (especially to schools), using the data from the recent National Youth Chances survey undertaken by the charity to profile specific LBGTQ Mental health issues within individual boroughs.

The project will be overseen by a 3.5 days-per-week Service Co-ordinator who is a fully qualified BACP (or equivalent) counsellor or psychotherapist, with experience of counselling young people. Therapy will be delivered by 10 volunteer counsellors who are either fully qualified or at a stage in their studies that allows them to practise. One counsellor will run the therapy group, 2-3 will practise family therapy and 6-7 will work with individuals. Metro Centre has a long history of recruiting volunteer counsellors and is a respected specialist placement for students of London psychotherapy colleges. Whilst most of the therapy will be delivered at the charity's Vauxhall office (which is accessible and centrally located) some will be provided in venues across London, to ensure that no young person is prevented from accessing the service due to location. Individual outcomes will be monitored using the standard Clinical Outcomes in Routine Evaluation (CORE) tool that measures counselling clients' levels of anxiety before and after the intervention.

Financial Information

Total forecast income for the current year 2014/15 is £2,499,129, of which £1,838,235 (73.6%) has been received by the end of 2014.

At 31st March 2014 free unrestricted funds stood at £225,719 which equates to 1.1 months' worth of 2013/14 expenditure. The charity acknowledges that this is low and intends to build up reserves to their target of 3 months reserves, through a restructuring of its services to reduce staffing levels (merging the 2 youth services thus needing only one manager, cutting the Deputy Chief Executive Officer) as well as identifying new income including grants and contracts.

Year end at 31 March	2013/14 Independently Examined Accounts	2014/15 Current Year Forecast
	£	£
Income and Expenditure		
Income	2,437,247	2,499,129
Expenditure	2,460,525	2,383,931
Unrestricted Funds Surplus / (Deficit)	(1,885)	77,554
Restricted Funds Surplus / (Deficit)	(21,393)	37,644
Total Surplus / (Deficit)	(23,278)	115,198
Surplus / (Deficit) as a % of turnover	(1.0%)	4.6%
Cost of Generating funds (% of income)	-	124,500 (5.0%)
Free unrestricted reserves		
Unrestricted free reserves held at Year End	225,719	303,273
How many months' worth of expenditure	1.1	1.5
Reserves Policy target	615,132	595,983
How many months' worth of expenditure	3.0	3.0
Free reserves over/(under) target	(389,413)	(292,710)

MEETING: 12/03/2015

Ref: 12436

ASSESSMENT CATEGORY - Improving Londoners' Mental Health**National Association for People Abused in
Childhood (NAPAC)****Adv: Tim Wilson****Amount requested: £30,684****Base: Lambeth
Benefit: London-wide****Amount recommended: £31,000****The Charity**

Established in 1998, the National Association for People Abused in Childhood (NAPAC) helps adults recover from damage suffered as a result of childhood abuse. Clients who approach NAPAC have usually received very little or no previous support, and come to the charity following years when they have lived with the trauma caused by neglect, sexual, physical, and/or psychological abuse. The long-term impact of childhood abuse is well documented, and NAPAC provides clients with a range of services to address help them with recovery. The charity provides a confidential support helpline, an email service, and structured support groups that equip survivors with the techniques they need to manage the consequences of abuse.

The Application

NAPAC seeks funding to establish and run six support groups for adult survivors of childhood abuse in the London area. Each support group will meet twelve times for 2.5 hour sessions, with structured facilitation provided by counsellors qualified in cognitive-behavioural and psycho-dynamic techniques. NAPAC will advertise forthcoming support groups on its website and then ask prospective participants to complete a short application. The charity will hold face-to-face interviews with applicants to select those who are most likely to benefit from a group therapy session (some survivors are better supported through one-to-one sessions if they have significant anger management issues). NAPAC does not work with clients who abuse children, and will instead refer them to other specialist agencies. The charity gathers clinical outcome data to assess the progress made by each participant, and places a strong emphasis on the value of peer support as well as the facilitator's input. Following the twelve week support programme, survivors are given a set of tools to help them apply their new skills, the opportunity to meet others from the group as required, and access to NAPAC's telephone helpline.

The Recommendation

NAPAC's work with adult survivors of all types of childhood abuse gives the charity a distinctive niche. The organisation's services are built on seventeen years' experience of testing which services are most effective in addressing long-term trauma. Whilst the telephone helpline and email service are the core of NAPAC's offer, the support groups only run when grant funding allows and demand currently outstrips provision. The charity has experienced a surge in requests for support following recent publicity of historic abuse, and reports that many adults now feel more confident to act on something which they have otherwise regarded as secret and shameful. Funding is advised as follows:

£31,000 over three years (£10,000; £10,500; £10,500) for the costs of 6 support groups in London for adult survivors of childhood abuse.

Funding History

None.

Background and detail of proposal

A national commission led by the Department of Health in 1996 estimated that a million UK children suffer some form of abuse each year. NAPAC works on the basis that the damage caused by childhood abuse can last into adulthood and manifest itself in the form of post-traumatic stress disorder, depression, self-harm, drug and alcohol misuse, and suicide. NAPAC is a small and well-regarded charity with many years' experience of working in this specialist field.

Financial Information

Forecast income in the current year to 31st May 2015 shows an increase of £161k (59%), which is largely due to a new grant from the Big Lottery Fund. As of 10th February 2015, £306,000 (70%) of the charity's 2014/15 forecast income had been confirmed.

The unrestricted fund deficit in 2013/14 of £146,889 and the forecast increase in expenditure in 2014/15 of £91,936 (24%), is attributed by the charity to increased demand for its services as a consequence of the Jimmy Savile revelations. This 2 year period will see the charity virtually exhaust its free reserves, reducing them to £8,838 by 31st May 2015, equivalent to 0.2 months' worth of expenditure.

Having recently employed a dedicated fundraiser for the first time in its history, NAPAC forecasts an improved year in 2015/16 during which it hopes to rebuild its free reserves. As of 10th February 2015, the charity had confirmed £216,000 (48%) of its 2015/16 forecast income.

Year end at 31 May	2013/14 Independently Examined Accounts	2014/15 Current Year Forecast	2015/16 Following Year Budget
Income and Expenditure	£	£	£
Income	274,764	436,000	446,000
Expenditure	381,504	473,440	502,640
Unrestricted Funds Surplus / (Deficit)	(146,889)	(86,760)	98,640
Restricted Funds Surplus / (Deficit)	40,149	49,320	(155,280)
Total Surplus / (Deficit)	(106,740)	(37,440)	(56,640)
Surplus / (Deficit) as a % of turnover	(38.8%)	(8.6%)	(12.7%)
Cost of Generating funds (% of income)	37,826 (13.8%)	38,800 (8.9%)	38,800 (8.7%)
Free unrestricted reserves			
Unrestricted free reserves held at Year End	95,598	8,838	107,478
How many months' worth of expenditure	3.0	0.2	2.6
Reserves Policy target	100,000	100,000	100,000
How many months' worth of expenditure	3.1	2.5	2.4
Free reserves over/(under) target	(4,402)	(91,162)	7,478

MEETING: 12/03/2015

Ref: 12524

ASSESSMENT CATEGORY - Improving Londoners' Mental Health

Shepherds Bush Families Project & Children's Centre

Adv: Joy Beishon

Amount requested: £67,484
{Revised request: £130,563}
Amount recommended: £96,000

Base: Hammersmith & Fulham
Benefit: Hammersmith & Fulham

The Charity

There are 1,942 children living in temporary accommodation in Hammersmith & Fulham. The Shepherds Bush Families Project and Children's Centre (SBFP&CC) is the only voluntary sector organisation in the borough specifically targeting its support services at homeless families in temporary accommodation; and families living in overcrowded homes or homes in a state of disrepair.

The Application

This application is to fund a family counselling project. 90% of parents using SBFP&CC are refugees and asylum seekers, many from war-torn nations and countries with poor human rights records. Exposure to violence, torture, abuse and displacement has created acute emotional and psychological needs. Getting parents into counselling locally and quickly is vital to prevent crises developing into disasters. Early intervention before escalation reduces pressure on public health and social services, who are obliged to intervene when situations spiral out of control.

The Recommendation

SBFP&CC has a history of supporting some of the most vulnerable families living under severe housing stress in Hammersmith and Fulham. Most of the families supported are from marginalised communities and have English as a second language. The family counselling project is aimed at intervening at the earliest opportunity to prevent further decline within a family.

The applicant mistakenly assumed that a strategy of applying for two years' funding would be more advantageous on the basis that the Trust would favour smaller awards – regardless of the actual cost of the project or the need of the client group. The amount requested has subsequently been revised upwards from two to three years' funding (which is permissible), although it now incorporates a significant element of core costs unrelated to the family counselling project and which would not be directly compatible with your priorities. These, unrelated, core costs have been excluded from the sum recommended, hence it being significantly less than the revised request:

£96,000 over three years (3 x £32,000) for the costs of delivering 720 hours of family counselling per year and related running expenses. Each year the grant is to be apportioned as: Family counsellor – 60% of sessional payment costs of £18,200; Project management of £2,300 and 10% contribution to overheads of £11,500.

Funding History

Meeting Date	Decision
01/11/2007	£90,000 over three years (3 x £30,000) towards the salary costs for Children & Young People's Service Co-ordinator.

Background and detail of proposal

Homelessness isn't only about sleeping rough on the streets. Housing insecurity and homelessness cover a wide range of situations. Many homeless people have a roof over their heads without having a proper home, because where they live is temporary, insecure, overcrowded, unsanitary or unsafe. The SBFP&CC offers a range of services and facilities. Child support includes a parent and child drop-in for homeless parents. The drop-in brings together families experiencing similar problems, promoting mutual support, helping to break down the stigma and isolation that accompanies the experience of homelessness and poor housing. Children's services include a pre-school playgroup (particularly vital for children living in unsuitable accommodation lacking the space to play freely) and a holiday play scheme. An after-school club offers educational support for those with limited opportunity to study at home. Facilities for parents include access to a fully stocked kitchen, laundry equipment, computer room, and families' area.

SBFP&CC is well-regarded by, and has recently received income from, a range of funders including Livery companies (Drapers' and Goldsmiths'), family trusts (John Lyons), local trusts (Daisy Trust), corporate foundations (Lloyds), public donations through media campaigns (Help a Capital Child, BBC Children in Need), and the public sector (LB Hammersmith & Fulham).

Financial Information

All forecast income of £237,568 for the current year has been confirmed. The charity has advised that the reduction in expenditure of 13% is the result of restricting delivery to fully funded family activities, children's groups and outings to reduce the deficit seen early in their 2014/15 budget. The organisation aims to hold 3 months' worth of expenditure in unrestricted funds. As at 31st March 2014 free unrestricted funds stood at £19,772 which equates to 1 month of expenditure. The charity has a plan in place to build on links with local companies and individuals, which it hopes will increase free unrestricted reserves to the target level within 5 years.

Year end at 31 March	2013/14 Independently Examined Accounts £	2014/15 Current Year Budget £
Income and Expenditure		
Income	241,233	237,568
Expenditure	241,484	209,399
Unrestricted Funds Surplus / (Deficit)	14,696	5,962
Restricted Funds Surplus / (Deficit)	(14,947)	22,208
Total Surplus / (Deficit)	(251)	28,170
Surplus / (Deficit) as a % of turnover	(0.1%)	11.9%
Cost of Generating funds (% of income)	11,000 (4.6%)	-
Free unrestricted reserves		
Unrestricted free reserves held at Year End	19,772	25,734
How many months' worth of expenditure	1.0	1.5
Reserves Policy target	60,371	52,350
How many months' worth of expenditure	3.0	3.0
Free reserves over/(under) target	(40,599)	(26,616)

MEETING: 12/03/2015

Ref: 12498

ASSESSMENT CATEGORY - Making London More Inclusive

Action on Disability

Adv: Sandra Jones
Base: Hammersmith & Fulham
Benefit: Several West London
Boroughs

Amount requested: £124,090

Amount recommended: £121,300

The Charity

Action on Disability's (AoD) purpose is to promote equality of opportunity in the community for people who have a physical or sensory impairment or learning difficulty or who experience mental health difficulties. This is done through the delivery of high quality services; influencing local and national policy; and supporting the removal of barriers to full participation in society. The work of the organisation comes under three main strands: youth projects; opportunities for independent living; and access to welfare benefits.

The Application

AoD seeks funding towards the salary and project costs of '21st Century Citizens'. This aims to support disabled people in West London acquire the skills and confidence to be able to successfully navigate life in the 21st Century. Beneficiaries are drawn from Hammersmith and Fulham, Kensington and Chelsea, Westminster and Ealing.

The Recommendation

The charity is a well-regarded disability organisation, known for providing quality services for 35 years. From the organisation's research it has been identified that many local disabled people lack social interaction, lack confidence to challenge poor access to services and feel excluded from IT and the internet. This application is a culmination of piloted approaches to tackle these issues:

£121,300 over 3 years (£41,400, £39,600, £40,300) towards a full-time Independent Living Officer and associated running costs.

Funding History

Meeting Date	Decision
11/07/2002	£105,000 over 3 years (3 x £35,000) towards the costs of a project improving access to transport for disabled Londoners.
22/02/2001	£15,000 over two years (£8,000; £7,000) towards the costs of running a disabled Londoners consultation forum.

Background and detail of proposal

AoD has many years' experience providing services that respond to the needs identified by local disabled people. The 21st Century Citizens project will be delivered through peer led training courses, peer support groups and social activities, the emphasis being on building the skills and resilience of disabled people to overcome barriers, both on their own and together in groups.

Training consists of two different courses, each of which will be delivered over four weeks and repeated throughout the project. The first course, 'Know your rights', aims to build confidence by exploring what it means to be a disabled person through

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people's personal experience and teaches disability rights and how to use them in practical ways. The second course, 'Digital inclusion', takes people from complete beginners to a basic working knowledge of e-mail, the internet and social media. At the end of the course participants will be given guidelines on buying hardware, information on broadband options, accessibility advice, and signposting to further support and training. Each course will be delivered four times per year.

The charity will facilitate Peer Support Groups for the course participants on a monthly basis, the direction of the groups will be decided by the participants. There will also be a specific IT peer support group for people to continue learning further skills and pass them on to other disabled people. Bi-monthly social activities will be run from various venues where issue based discussions, e.g. employment, might take place.

A reference group of participants and the Independent Living Officer will review progress against targets and ensure the peer led ethos is maintained.

Financial Information

Total forecast income in the current year is £1,234,423, of which £1,171,446 (95%) had been confirmed by February 2015.

The reserves policy is to hold a minimum of 3 months running costs amounting to £318k. Actual reserves held at 31st March 2014 amounted to £119k and, following the anticipated current year unrestricted fund deficit of £82k, are forecast to fall to £36k by the 31st March 2015, which equates to 1.5 weeks' worth of expenditure. AoD acknowledges that the current level of unrestricted funds is low and falls short of its target and has advised that its Trustees are working to reach the target in the next three years. AoD hopes to continue to diversify its funding sources and increase earned income (e.g. the charity run a payroll service). In addition, AoD is reviewing its current activities to maintain tight controls on expenditure and identify potential reductions if necessary.

Year end at 31 March	2013/14 Audited Accounts £	2014/15 Current Year Forecast £
Income and Expenditure		
Income	1,222,230	1,247,673
Expenditure	1,271,689	1,274,410
Unrestricted Funds Surplus / (Deficit)	43,710	(82,169)
Restricted Funds Surplus / (Deficit)	(93,169)	55,432
Total Surplus / (Deficit)	(49,459)	26,737
Surplus / (Deficit) as a % of turnover	(4.0%)	2.1%
Cost of Generating funds (% of income)	68,445 (5.6%)	-
Free unrestricted reserves		
Unrestricted free reserves held at Year End	119,011	36,842
How many months' worth of expenditure	1.1	0.3
Reserves Policy target	317,922	318,603
How many months' worth of expenditure	3.0	3.0
Free reserves over/(under) target	(198,911)	(281,761)

MEETING: 12/03/2015

Ref: 12515

ASSESSMENT CATEGORY - Making London More Inclusive**Frenford Clubs****Adv: Tania Bronstein****Base: Redbridge****Benefit: Redbridge****Amount requested: £67,500****Amount recommended: £54,000****The Charity**

Frenford Clubs (FC) started life as a youth centre in 1928. In 2010 it relocated to a new, large, multi-sports centre, open to all in the community but particularly catering for young people under the age of 25, who do not pay membership fees and are offered significant discounts to use the facilities. In addition to sports coaching and sports and recreation facilities, FC offers English and Maths tuition on weekends; music and dance sessions; and a weekly advice surgery. The sports centre opens seven days per week until late, and attracts between 1,000 and 1,500 people monthly. FC delivers over 104 sessions every month.

The Application

FC seeks funds towards a 0.6 FTE salary (Disability Activity Coordinator) and running costs to develop sports programmes to attract more disabled people to its facility. The project would outreach into local schools and the community; offer taster sessions in various sports; and undertake consultation to develop and run new programmes.

The Recommendation

FC has accessible, state of the art, facilities and special equipment. It needs a dedicated worker to develop and coordinate regular sports coaching for disabled people. The sum recommended is less than that requested in years 2 and 3 as the charity holds free reserves in excess of its policy and will be increasingly able to generate funds through hires. The organisation is aware of this approach:

£54,000 over three years (£22,000; £18,000; £14,000) towards the salary of a 22hpw Disability Activity Development Coordinator and related running costs to increase disabled people's participation in sports.

Funding History

None

Background and detail of proposal

FC operated from two small centres up until 2010 when, with financial support from LB Redbridge and the Big Lottery Fund, it relocated to a large site in Ilford (the former Port of London Recreation Grounds). The sports centre has a 2,200-m² purpose-built pavilion with basketball, netball and badminton and cricket indoor facilities, music and dance studios, a clubroom, and changing rooms. Outdoors there are two cricket squares, two multi-use games areas, two senior football pitches, and two rugby pitches. These facilities are hired out in the evenings and this income helps to support FC's charitable activities.

Currently 40 disabled people use the centre every week. FC, whose new premises offer excellent fully accessible facilities and sports equipment, wishes to increase the

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number of disabled users. It employs a small paid administrative team and has 80 vetted and trained volunteer qualified coaches, but it lacks specialist staff needed to promote, coordinate and deliver sports coaching for disabled people.

The request is for the salary costs to outreach into the community and local schools; run sports taster activities; consult with disabled people to design a new programme; and promote and run the project, including arranging for transport and training and supporting volunteer coaches. FC is genuinely committed to the inclusion of disabled people and support is advised. The recommendation takes into account that, although the organisation needs to make provision for future financial commitments, it has a good record of generating funds and is able to make a contribution towards the project's costs.

Financial Information

Forecasted income in 2014/15 is £412,990, of which £255,414 (62%) had been confirmed as at 13th December 2014. Between 65-70% of the annual income is raised through membership fees, admission charges and hiring out facilities, and these sums are collected throughout the year. The charity advises that it prudently estimates for these receipts when forecasting and says that this explains the apparent 14% drop in forecasted income in 2014/15 in relation to the previous year.

The charity holds free reserves in excess of the policy target. It advises that the costs of repairing and maintaining its very large building and grounds in the coming years are likely to be substantial and that it plans to build new sporting facilities, hence it needs to build free reserves. We have advised the charity to set up a designated fund to ensure that these commitments and plans are more accurately represented in its balance sheet.

The accounts have not previously disclosed the cost of generating funds. The charity has agreed to review this position for future accounts and the Honorary Treasurer has provided an estimate for the two years shown in the table below.

Year end at 31 March	2013/14 Independently Examined Accounts	2014/15 Current Year Forecast
Income and Expenditure	£	£
Income	480,011	412,990
Expenditure	401,998	394,378
Unrestricted Funds Surplus / (Deficit)	31,765	18,611
Restricted Funds Surplus / (Deficit)	46,248	0
Total Surplus / (Deficit)	78,013	18,611
Surplus / (Deficit) as a % of turnover	16.3%	4.5%
Cost of Generating funds (% of income)	£76,244 (16.0%)	£74,338 (18.0%)
Free unrestricted reserves		
Unrestricted free reserves held at Year End	351,086	369,697
How many months' worth of expenditure	10.5	11.3
Reserves Policy target	301,499	295,776
How many months' worth of expenditure	9.0	9.0
Free reserves over/(under) target	49,587	73,921

MEETING: 12/03/2015

Ref: 12518

ASSESSMENT CATEGORY - Making London More Inclusive

Mind in Croydon

Adv: Sandra Davidson

Amount requested: £155,471

Base: Croydon

Amount recommended: £143,600

Benefit: Croydon

The Charity

Mind in Croydon (MIC) is a well-established charitable company working to promote good mental health. It aims to meet the needs of a broad range of people with mental health problems, and to support their inclusion into mainstream society. Its activities include a Social Networking Service, Employment Support, Active Minds, Counselling, Welfare Benefits Advice and Advocacy. It plays a crucial role in raising awareness through training, student placements and the production of videos on a range of mental health issues. In addition, MIC runs two successful charity shops, providing information hubs to the local community.

The Application

MIC is requesting funding for the salary and related costs of a full-time Sports Co-ordinator to support people with significant mental health problems to access sports activities. This will build on the success of the Active Minds project promoting physical and mental well-being.

The Recommendation

MIC works closely with mental health service users, developing strong partnerships and a highly regarded reputation among both mental health and mainstream communities. Service-user involvement is central to all its work and this project has been developed in partnership with service users. The project costs show quite generous individual components (eg management charge) which were discussed at the assessment meeting. As a result, a smaller grant than that requested is advised; albeit still at a level which would enable the organisation to deliver its outcomes.

£143,600 over three years (£48,500; £47,000; £48,100) for the salary of a full-time Sports Co-ordinator and some related project costs.

Funding History

Meeting Date	Decision
03/05/2007	£122,000 over three years (£42,000; £40,000; £40,000) for the salary of a full-time Community Engagement Worker and some recruitment and running costs for a project supporting people with mental health needs to access mainstream arts and leisure services.
21/11/2002	£20,000 towards producing a professional training/awareness raising video on the subject of spiritual and mental health.

Background and detail of proposal

MIC aims to empower people with mental health problems to take part in mainstream community sports and make healthier lifestyle changes that will improve their physical and mental well-being. A multi-faceted approach to deliver a holistic service that overcomes barriers that prevent people with long-term mental health problems from engaging in sport include:

- A buddying support service working with each client to develop an individual action plan.
- Smoking cessation sessions identified as a major barrier to people with mental health problems engaging in sports.
- Delivering healthy eating "cook and taste" workshops to help people manage their weight caused by poor diet and the side effects of psychiatric medication.

The Sports Co-ordinator will work with clients to support and encourage them to take part in local exercise and sports activities, such as boxercise and football, to help them get fitter and to build confidence. The project will target new as well as existing clients. The buddy service will work with the individual for approximately 14 weeks, starting off in a supportive role, such as travelling to and from an activity with the person and/or staying with them during the time they participate in sport.

An independent evaluation of the Active Minds project demonstrated the positive effects of physical activity on mental health, confidence and self-esteem, as well as increasing employment and volunteering opportunities. It also provided an opportunity for people to increase their social networks and reduce isolation.

Financial Information

Forecast income for the current year is £1,598,711 of which £1,388,027 (86.8%) had been confirmed October 2014. As at 31st March 2014 free reserves stood at £335,402 which equates to 2.9 months' worth of expenditure. The charity acknowledges that this is below its target to hold 6 months' worth. It is working towards the stated level of reserves, and this is a standing item at the monthly meetings of trustees. The charity has fundraising plans which are intended to build free reserves from 2015/16. In the current climate, the trustees aim to achieve the level of reserves in two to three years.

Year end at 31 March 2014	2013/14 Independently Examined Accounts £	2014/15 Current Year Forecast £
Income and Expenditure		
Income	1,433,102	1,598,711
Expenditure	1,397,161	1,552,551
Unrestricted Funds Surplus / (Deficit)	105,834	50,410
Restricted Funds Surplus / (Deficit)	(69,893)	(4,250)
Unrealised gain/(losses) on investments	(27,396)	-
Total Surplus / (Deficit)	8,545	46,160
Surplus / (Deficit) as a % of turnover	0.6%	2.9%
Cost of Generating funds (% of income)	94,142 (6.6%)	-
Free unrestricted reserves		
Unrestricted free reserves held at Year End	335,402	385,812
How many months' worth of expenditure	2.9	3.0
Reserves Policy target	698,581	776,278
How many months' worth of expenditure	6.0	6.0
Free reserves over/(under) target	(363,179)	(390,466)

MEETING: 12/03/2015

Ref: 12591

ASSESSMENT CATEGORY - Making London More Inclusive**Sutton Mencap****Adv: Joy Beishon****Base: Sutton****Benefit: Sutton****Amount requested: £99,042****{Revised request: £102,042}****Amount recommended: £102,000****The Charity**

Founded by a group of parents in the late 1940s, Sutton Mencap (SM) provides a range of services for children, young people and adults with learning disabilities. Its current services include extensive children's provision after school and in school holidays; access to sporting opportunities; a range of adult projects; respite services for families; and work on the transition to adulthood with young people. Highly regarded, SM recently received the highest rating for any special needs provision in the borough. It is an active member of the borough partnership board and is a member of a local consortium for joint bidding and shared service delivery. The Trust has been a strong supporter of SM with a number of grants over the past 19 years.

The Application

SM is requesting a 3 year grant to tailor a range of local, inclusive community-based activities for young adults with learning disabilities to enable them to do something that most of us take for granted – to access training and employment provision and the opportunity to make and meet with friends and have fun together. The project will support young people to utilise local training and employment services and offer young people the chance to extend their circle of friendships beyond those with a learning disability (to strengthen inclusion and integration). Discussions have taken place with Age UK which offers a friendship project to alleviate loneliness and isolation amongst the elderly. This project is targeted at young adults with mild learning disability who, as children, would have had a statement of special educational needs but are now below the threshold for support from adult social services. These young people are particularly vulnerable to social isolation once formal opportunities for social contact through school or college have ended. This is further exacerbated where opportunities for employment are limited.

The Recommendation

SM has an impressive track record of providing support to improve the lives of children, young people and adults with a learning disability. It is well regarded as an organisation that knows its client group well and which provides services to meet their needs. This application funds a project to enable young people with learning disabilities to do the same things as their non-disabled peers – access local training and employment services and to make friends, socialise and spend time engaged in shared interests with like-minded others. The increase in the amount requested by £3,000 is to fund external evaluation and the production of an evaluation report.

£102,000 over three years (£33,000, £33,000, £36,000) for the salary of a p/t (3 dpw) Community Activities Project Manager and related project costs.

Funding History

Meeting Date	Decision
20/01/2011	£21,500 for a third year, towards the costs of the post of Adult and Youth Services Manager
19/02/2009	£41,420 over two years towards the costs of the post of Adult and Youth Services Manager.

Background and detail of proposal

Most people with a learning disability are treated as 'different'. They do not have the same control over their own lives as the rest of our society and face challenges and prejudice every day. Less than 1 in 5 people with a learning disability work (compared with 1 in 2 disabled people generally), but we know that at least 65% of people with a learning disability want to work. Lack of employment opportunity exacerbates social isolation and loneliness. This project aims to address employment issues by linking with local training and employment services. Social isolation will be addressed by developing local, integrated, community activities – offering opportunities for young people with learning disabilities to take part in community life, become more involved in arts and sports, and to live more independently.

Financial Information

Forecast income in the current year 2014/15 is £577,169, of which £570,669 (99%) had been confirmed as at 30th January 2015. SM acknowledges that its available reserves are low and below its policy target to hold 6 months' worth of expenditure. The charity plans to reach its reserves target by 2019/20 through generating additional income on its children's services, principally by encouraging more referrals and designing more tailored/additional services. The cost of generating funds is comparatively low due to the majority of the charity's funding coming from an established contract with LB Sutton.

Year end at 31 March	2013/14 Audited Accounts	2014/15 Current Year Budget	2015/16 Following Year Budget
	£	£	£
Income and Expenditure			
Income	545,367	577,169	620,545
Expenditure	538,488	596,284	620,545
Unrestricted Funds Surplus / (Deficit)	(7,496)	(19,115)	0
Restricted Funds Surplus / (Deficit)	14,375	0	0
Total Surplus / (Deficit)	6,879	(19,115)	0
Surplus / (Deficit) as a % of turnover	1.3%	(3.3%)	0%
Cost of Generating funds (% of income)	15,831 (3.0%)	-	-
Free unrestricted reserves			
Free unrestricted reserves held at Year End	96,392	77,277	77,277
How many months' worth of expenditure	2.1	1.6	1.5
Reserves Policy target	269,244	298,140	310,272
How many months' worth of expenditure	6.0	6.0	6.0
Free reserves over/(under) target	(172,852)	(220,863)	(232,995)

MEETING: 12/03/2015

Ref: 12532

ASSESSMENT CATEGORY - Older Londoners

Action on Elder Abuse

Adv: Sandra Davidson

Amount requested: £44,418

Base: Lambeth

Amount recommended: £44,420

Benefit: Lambeth, Southwark & Wandsworth

The Charity

Action on Elder Abuse (AEA) has been in existence since 1993. It is a national charity which aims to protect, and prevent the abuse of, vulnerable people. It does this by raising awareness of the issues, encouraging education and by giving information and support to those in need. A core activity of the charity is a national Freephone Helpline dedicated to stopping the abuse of older people. Callers can ring from Monday to Friday, between 9am and 5pm, for confidential support and information. Since 2011, the number of calls to the helpline has tripled, and is expected to reach 25,000 calls per year by 2015.

The Application

The application is towards the development, launch and running costs of the new elder abuse survivor buddying programme, in three London Boroughs. The buddying approach addresses the gap in support of elder abuse survivors through a structured one-to-one peer support process that aims: to facilitate full recovery from the emotional and psychological impact of abuse; to empower abuse survivors to re-engage in their community; and to help to keep themselves safe. The total project cost over three years is £128,551 of which £72,133 has been secured from Lloyds Bank Foundation.

The Recommendation

£44,420 over three years (£11,900; £14,300; £18,220) towards project set-up costs (ie recruitment, training and support of volunteer buddies) of the Buddying service in three London boroughs.

Funding History

Meeting Date	Decision
19/04/2001	Application declined as the request was for the costs of a conference and to pay for existing staff time - which organisation presumably had a commitment to pay for anyway and/or could raise sufficient income from fees/charges.

Background and detail of proposal

Research suggests that more 500,000 older people are abused in the UK each year, often by people they know and trust. Some 60% are over 80 years old, with more than 15% over 90. Nearly 1 in 4 victims live with his or her abuser, and 1 in 3 relies on the abuser, at least in part, to provide care. AEA has trailed several delivery models of buddying support for the past seven years and has developed buddying groups in four UK locations to date, with a 100% success rate in meeting the set recovery goals. Comic Relief funded two pilots, in rural Cambridgeshire and

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Croydon, in 2010-2011. The Department of Health provided funding over three years in 2011 to build upon the trial work.

The buddy approach uses age-group specific volunteers and past survivors of elder abuse, working as buddies to maximise the element of trust and the impact for those supported. Weekly one-to-one support sessions will be held between elder abuse victims and their carefully matched buddy. Sessions will focus on listening to the victim, assisting them in switching focus from the effects and circumstances of the abuse towards how they would like their life to develop; drawing out their strengths and positive life experiences; supporting them in setting realistic improvement goals and making choices and decisions; as well as exercises around promoting hope and confidence building. It is anticipated that, over three years, 80 victims of elder abuse will benefit from the service.

AEA has gained considerable knowledge on the psychology of abuse, and understanding of the limitations and challenges for victims, and the motivations and strategies of abusers. The charity has applied this knowledge in seeking improvements in statutory policies and improvements in legislation.

The Big Lottery Fund recently awarded a grant of £2million over five years to raise awareness around elder abuse and expanding the service across all four regions of the UK, including influencing policy.

Financial Information

Forecast income for the current year is £295,361, of which £289,283 (97%) had been confirmed by December 2014.

Year end at 31 March	2013/14 Independently Examined Accounts	2014/15 Current Year Forecast
	£	£
Income and Expenditure		
Income	286,057	295,361
Expenditure	282,383	269,140
Unrestricted Funds Surplus / (Deficit)	3,674	55,221
Restricted Funds Surplus / (Deficit)	0	(29,000)
Total Surplus / (Deficit)	3,674	26,221
Surplus / (Deficit) as a % of turnover	1.3%	8.9%
Cost of Generating funds (% of income)	14,826 (5.2%)	-
Free unrestricted reserves		
Unrestricted free reserves held at Year End	32,327	87,547
How many months' worth of expenditure	1.4	3.9
Reserves Policy target	92,409	92,409
How many months' worth of expenditure	3.9	4.1
Free reserves over/(under) target	(60,082)	(4,861)

MEETING: 12/03/2015

Ref: 12545

ASSESSMENT CATEGORY - Older Londoners**AESOP Arts and Society Limited****Adv: Julia Mirkin****Amount requested: £45,887****Base: Outside London****Benefit: Lambeth****Amount recommended: £45,900****The Charity**

Inspired by his work as a grant-maker, AESOP developed from Tim Joss's belief that artistic approaches can offer new solutions to social and health-related problems. Initially AESOP was hosted by The Rayne Foundation, for which Tim Joss held the post of Director from 2005. It registered as a charity in 2010 and currently coordinates a UK network for arts and health research, with funding from the Lankelly Chase Foundation. It delivers projects with a social or health related purpose. AESOP became independent of The Rayne Foundation in July 2014 and is still developing operationally. Progress to date, however, is impressive, with funding secured from the Wellcome Trust and the Department for Culture, Media and Sport.

The Application

The proposal before you builds on empirical research into fall-prevention amongst older people, which led to the development of clinically recognised exercise programmes. However, the exercise programmes developed, although effective, are considered boring by participants, and institutions struggle to engage their beneficiaries for long enough to reap the benefits. This proposal is a pilot to deliver specialised exercise programmes through dance and to test whether drop-out rates are reduced. Two six-month programmes will be delivered, drawing on the expertise of East London Dance (ELD), a Stratford-based dance agency recognised for its work with older people. Apart from being a strong fit to the outcomes of your Older Londoners programme, this project will contribute to a larger research project, through which it is hoped that an improved fall-prevention exercise package will be developed for use in the health sector.

The Recommendation

Currently, the organisation's reserves are below target, which, given the speed of expansion, may be a cause for concern in the longer-term. However, as funds are requested for only one year, this is not considered a risk to the proposed project. As the AESOP currently has no treasurer, it is advised (should you decide to award a grant) that you make grant instalments in quarters 3 and 4 contingent on the recruitment of a treasurer, which would support the development of financial systems and the organisation as whole. This has been discussed with the charity:

£45,900 over one year towards the choreographic commission, and delivery and evaluation, of the Dance to Health programme at the AmicusHorizon Sheltered Housing Scheme in Lambeth and the Redbridge Jewish Community Centre.

Funding History

None

Background and detail of proposal

The fall-reduction exercise programmes, 'FaME/PSI' and 'Otago', have been shown to reduced falls by 35%. However, the drop-out rate for beneficiaries is high, leading to many health services rejecting them. AESOP's 'Dance to Health' programme aims

to make fall-prevention exercises more attractive to older people by embedding them in choreography, allowing them to exercise in a creative and social environment.

ELD will recruit beneficiaries, oversee the choreographic commission and provide Dance Artists to deliver regular sessions at the two locations. *Leap of Faith*, one of ELD's amateur dance groups for older people, will provide Peer Motivators to support programme participants. Choreographer, Jennifer Irons, will create new dance material based on the two evidence-based exercise programmes: Jennifer is a long-standing associate artist with East London Dance and currently performs with the dance company, CandoCo. Each dance programme will culminate in a live performance at the Lost Theatre in Wandsworth.

Dawn Skelton, Professor in Ageing and Health at Glasgow Caledonian University, co-authored the FaME research trial, on which the PSI fall-prevention course is based. Professor Skelton will deliver quality-assured training to Jennifer Irons, project Choreographer, to the Dance Artists who will deliver the dance programme and to the Peer Motivators. This project will feed into a larger, overarching, evaluation of delivering fall-prevention courses through dance. It is hoped that a new method of delivering fall-reduction exercise will be developed and tested through this project, and which can be rolled out to health institutions across London and beyond.

Financial Information

Forecast income in the current year is £172,595, of which £167,595 (97%) had been confirmed by February 2015. The table below shows that the charity hopes to significantly expand its operation in the forthcoming year 2015/16 with forecast income increasing by £265,595 (154%) to £438,190. Of this income, £53,010 (12%) had been confirmed by February 2015. The charity has advised that it has a number of funding bids, either submitted or in preparation, to raise the balance of £385,180 (88%), including this application to City Bridge Trust. Expenditure is also forecast to grow in 2015/16, by £379,060 (367%) to £482,277, which would result in an overall deficit of £44,087 (10.1% of turnover) for the year. The charity has a reserves policy to hold 3 months' worth of expenditure in free reserves, which it aims to achieve over the next 4 years.

Year end at 31 March	2013/14 Independently Examined Accounts	2014/15 Current Year Budget	2015/16 Following year budget
	£	£	£
Income and Expenditure			
Income	18,710	172,595	438,190
Expenditure	17,850	103,217	482,277
Unrestricted Funds Surplus / (Deficit)	9,611	13,609	122,057
Restricted Funds Surplus / (Deficit)	(8,751)	55,769	(166,144)
Total Surplus / (Deficit)	860	69,378	(44,087)
Surplus / (Deficit) as a % of turnover	4.6%	40.2%	10.1%
Cost of Generating funds (% of income)	Not disclosed	11,038 (6.4%)	34,789 (7.9%)
Free unrestricted reserves			
Free unrestricted reserves held at Year End	10,136	23,135	59,166
How many months' worth of expenditure	6.8	2.7	1.5
Reserves Policy target			
How many months' worth of expenditure	No policy set	3.0	3.0
Free reserves over/(under) target	-	2,668	(61,404)

MEETING: 12/03/2015

Ref: 12500

ASSESSMENT CATEGORY - Older Londoners

Dulwich Picture Gallery

Adv: Tania Bronstein

Base: Southwark

Amount requested: £175,129

Benefit: Southwark

Amount recommended: £40,000

The Charity:

Dulwich Picture Gallery (DPG) was established in 1811 as the world's first building designed expressly for the display of paintings to the public. It is home to one of the most important collections of European 17th and 18th century Old Master paintings. Alongside caring for and displaying its collection, DPG hosts temporary exhibitions and education and community programmes. In 2013/14 DPG engaged with 140,000 people, of whom 37,000 participated in education and community activities.

The Application:

This application comprises several elements as follows:

- (a) A review of DPG's "Good Times" programme to assess the impact of this community engagement project for older people over the last 10 years;
- (b) A website evaluation toolkit for use by DPG and shared with other museums.
- (c) A contribution of 50% towards the salary costs of two workers: DPG's *Good Times* Coordinator and DPG's Community Engagement Manager;
- (d) *Visual to Vocal*, a creative music and visual arts project for older adults at the early stages of dementia and their carers, delivered in collaboration with the English Touring Opera.

The recommendation

Of all four elements above, only *Visual to Vocal* entails direct work with older people and hence is the only element of the request that fulfils your Older Londoners' programme criteria, hence the sum recommended. External evaluation of the project has noted positive impacts on participants' ability to remember melodies and lyrics and to sustain concentration, as well as significant contributions to their well-being. DPG's community engagement programmes have earned numerous awards on account of their ability to reach disadvantaged groups and quality. The recommendation is:

£40,000 over 3 years (£13,280; £13,320; £13,400) towards the costs of a music and visual arts project for older people with dementia and their carers.

Funding History

Meeting Date	Decision
06/09/2007	£48,875 towards a final year's funding for the project below
03/02/2005	£81,750 over two years towards two posts to support work with older and disabled people and the costs of a photographic record

Background and detail of proposal

DPG's education and community engagement department delivers programmes for disadvantaged people less likely to participate in creative activities. It runs projects for children, disaffected young people, adults, families, and older people, both at the Gallery, and in settings such as schools, care homes, hospices, and youth centres.

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Good Times, DPG's flagship programme, offers artist-led creative arts experiences, workshops, and other activities for older people. It works with organisations catering for older people, and also through local GPs to reach out to isolated elderly people overlooked by other agencies. This programme was highlighted as exemplary in an evaluation by the Oxford Institute of Ageing in 2010.

This application seeks funds for several elements relating to DPG's education and community engagement work, including *Good Times*. As noted in the previous page, only *Visual to Vocal* meets your criteria and entails direct work with beneficiaries. *Visual to Vocal* is a 10-week Gallery-based project for older people in the early stages of Dementia and their carers. The programme is led by a composer and lyricist from the English Touring Opera and involves music students from Dulwich College and the Royal College of Music. The musicians work with participants to write lyrics and music inspired by paintings from DPG's permanent collection, and culminates with a public recital at the Gallery. A recent project evaluation by the Centre for Applied Psychology at Canterbury Christ Church University observed that participants in the early stages of dementia could recall melodies and words, and engage in complex music-making processes. It also noted significant impacts on participants' and their carers' wellbeing.

The recommended level of grant includes additional annual sums for project management (£2,560; £2,600 and £2,680 per year respectively). These costs were not part of the request for *Visual to Vocal* because the application also sought funds towards the general salary costs of a project manager. As funding for this salary is not advised, it is reasonable to include some, appropriate, project management costs in the grant.

Financial Comments

Forecast income in the current year 2014/15 is £3,666k, of which £2,871K (78.3%) had been confirmed as at 15th December 2014. The charity has advised that income was higher in the prior year due to a one off donation of £1m from the Sackler Trust towards their Gallery Learning Catalyst Endowment, which is held to provide annual income to support core costs associated with learning at the Gallery. This fund also received £555K of match funding from the Heritage Lottery Fund /Department for Culture, Media and Sport.

The charity's reserves policy is to maintain between six and twelve months' worth of 'core' expenditure in free unrestricted reserves, which it explains is needed to keep the gallery open to fulfil its primary purpose, and function at basic levels. The organisation has calculated this to be £789K to £1,578K in 2014-15. The charity held free reserves amounting to £653K as at 31 March 2014, which is below their minimum target. This holding is forecast to fall to £580K after the current year deficit on unrestricted funds of £73K.

The Board of Trustees recognise the need to increase free reserves, and to ensure financial stability a Deputy Director was recruited 11 months ago to oversee the business planning of the organisation. The strategy for the organisation is to increase commercial income from a number of sources, including rental of the spaces for events, and an Events Sales Manager is currently being recruited. Other opportunities to maximise income and reduce spending are being looked at and a three years strategic plan is being implemented.

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Year end at 31 March	2013/14 Audited Accounts	2014/15 Current Year Forecast
Income and Expenditure	£'000	£'000
Income	4,623	3,666
Expenditure	3,378	4,118
Unrestricted Funds Surplus / (Deficit)	(202)	(73)
Restricted Funds Surplus / (Deficit)	1,447	(379)
Loss on Pension Scheme	(178)	-
Total Surplus / (Deficit)	1,067	(452)
Surplus / (Deficit) as a % of turnover	23.1%	12.3%
Cost of Generating funds (% of income)	703 (15.2%)	799 (21.8%)
Free unrestricted reserves		
Unrestricted free reserves held at Year End	653	580
How many months' worth of total expenditure	2.3 (5.2 months' worth of 'core' exp.)	1.7 (4.4 months' worth of 'core' exp.)
Reserves Policy target	750 to 1,500	789 to 1,578
How many months' worth of total expenditure	2.7 to 5.3 (6 to 12 months of 'core' exp.)	2.3 to 4.6 (6 to 12 months of 'core' exp.)
Free reserves over/(under) minimum target	(97)	(209)

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MEETING: 12/03/2015

Ref: 12262

ASSESSMENT CATEGORY - Older Londoners**North London Hospice****Adv: Joan Millbank****Amount requested: £90,000****Base: Barnet****Amount recommended: £90,000****Benefit: Barnet, Enfield and Haringey****The Charity**

North London Hospice (NLH) was founded in 1984. It helps people to live with life-limiting illness by providing practical, emotional and spiritual support to them, their families, friends and carers. Services include specialist palliative care through provision of in-patient care for 17 people at a time, and home care support to approximately 1200 people each year; a range of day services within the hospice, at home and in care homes; and bereavement counselling. Services are provided free of charge. Currently approximately 1,700 people benefit each year.

The Application

NLH is seeking three years' funding towards its expanding day services, to benefit those aged 75 years plus and older carers. Led by NLH Therapies and Day Services Lead, the project will deliver a specific programme of psychotherapy support and increase older patients' and older carers' access to day support by expanding its existing service at Enfield, and setting up a new, cross-site, service in Finchley.

The Recommendation

This is a timely application which addresses emerging need. Approximately 34% of NLH's patients accessing day services in 2013-14 aged were aged over 75 years; the number of older beneficiaries is projected to rise as advances in diagnosis and treatment of life-threatening illnesses mean that Londoners are living longer. The request fits closely with your areas of interest in Older Londoners. The hospice has a robust fund-raising record with approximately 70% of its income generated through donations, legacies and charity shop sales. A grant equivalent to 8% of total project costs represents good value and would help NLH lever in additional funds:

£90,000 over three years (3 x £30,000) towards the salary costs of the f/t Psychosocial Therapies Lead post within the Day Service programme.

Funding History

None.

Background and detail of proposal

NLH records show that, across the three boroughs, the population of people aged over 75 years old has reached 108,900; many of whom live with chronic, degenerative and life-limiting conditions. Loneliness and lack of mobility exacerbates already poor health and decreasing quality of life. With Londoners living longer the need for specific and increased services in North London is inevitable and the case for meeting need is well made.

NLH has a strong track record of providing care to North Londoners. Its data and monitoring records demonstrate high and growing numbers of beneficiaries and the 2014 user survey gave a 99% approval rating. Over three years, 216 patients aged 75 or more will receive one-to-one and group support (provided through 1,296 sessions) aimed at helping them cope with the anxiety and depression arising from

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their diagnosis. 286 carers aged over 65 years are expected to benefit from a range of respite services including relaxation classes, discussion groups and social activities. They will also be encouraged to take lunch in the NLH café and 'open space' area where they will be able to meet other carers and widen their social networks. A more defined Carers' Strategy will be developed in collaboration with local carer organisations.

Services and activities will be delivered by paid staff supported by trained volunteers. Patients and carers can self-refer or be referred to the programme from a wide range of local health and welfare organisations. Outcomes include: reduction in anxiety and depression; older people living more active lives; and improvements in health and well-being. Outcomes will be measured through well-developed monitoring tools based on self-assessment approaches.

Financial Information

Total forecast income in the current year 2014/15 is £8,418,074, of which £7,066,330 (84%) had been secured by the end of December 2014. However, the table below shows that after this level of income, unrestricted funded activity in the current year is forecast to be in a deficit position of £1.7m. To help balance this budget, the organisation advised that it plans to raise further income from donations, grants and other fundraising above the levels included in the current year budget.

The cost of generating income may seem high compared to other charities. However, it is similar to other hospices and is explained by the large proportion of income being generated via the running of eighteen charity shops and its fundraising team.

Year end at 31 March	2013/14 Audited Accounts £	2014/15 Current Year Budget £
Income and Expenditure		
Income	8,754,092	8,418,074
Expenditure	8,148,211	8,532,637
Unrestricted Funds Surplus / (Deficit)	45,895	(1,709,442)
Restricted Funds Surplus / (Deficit)	559,986	1,594,876
Gains on investment assets	315,942	-
Actuarial losses on defined benefit pension scheme	(405,000)	-
Total Surplus / (Deficit)	516,823	(114,563)
Surplus / (Deficit) as a % of turnover	5.9%	(1.4%)
Cost of Generating funds (% of income)	2,116,886 (24.2%)	2,272,880 (27.0%)
Free unrestricted reserves		
Unrestricted reserves held at Year End	8,578,258	6,868,816
How many months' worth of expenditure	12.6	9.7
Reserves Policy target	7,451,536	7,654,130
How many months' worth of total expenditure	11.0	10.8
Unrestricted reserves over/(under) target	1,126,722	(785,314)

MEETING: 12/03/2015

Ref: 12378

ASSESSMENT CATEGORY - Older Londoners

South Thames Crossroads – Caring for Carers

Adv: Tania Bronstein

Base: Merton

Amount requested: £124,690

{Revised request: £146,352}

Amount recommended: £140,000

**Benefit: Lambeth, Croydon,
Merton, Sutton, Wandsworth**

The Charity

South Thames Crossroads (STC) works across Wandsworth, Croydon, Lambeth, Merton and Sutton, offering home-based respite care services to relieve carers from the stresses of caring for someone who is elderly, disabled or chronically ill. STC also runs several projects to improve quality of life for carers. These include advice, information, counselling, employment support and dedicated projects for young carers and carers of people with mental health problems.

The Application

An application was received from STC in June 2014, completed by the then outgoing Director. Your officer subsequently contacted the new Director who asked if he could review and amend the proposal. Whilst the project and the rationale behind it remain the same, the targets and budget have now been revised and it is this, amended, application (for £146,352) which appears in your papers today. (A copy of the original application is on file.)

STC plans to recruit volunteer “community connectors” to create neighbourhood-based, small, friendship and social support groups of older carers. These volunteers would organise three introductory meet-ups for older carers. Subsequent meetings would be arranged by group members on their own, eventually to form a number of local, self-sustaining, groups. These would be organised by local postcodes and deliberately remain small, targeting older people new to caring who lack close family or other support networks. Carers in the project would be linked and sign-posted to STC and other services they require. The project would run initially in Lambeth and then extend into the other four boroughs in which STC works.

The Recommendation

The project’s concept is simple but promising. Small groups of people living in close proximity are more likely to form enduring friendships and support networks, and the local emphasis would enable STC to reach “hidden” carers not in touch with sources of support. STC’s considerable expertise working with carers - and its presence and networks in the five target boroughs - augurs well for the project. A grant is advised as follows and which reflects reduction in some individual cost components to reflect a more realistic approach:

£140,000 over 3 years (£47,000; £46,000; £47,000) for the salary of a f/t Older Carers Peer Support Coordinator and the running costs of a project setting up and supporting small neighbourhood-based groups of older carers.

Funding History

Meeting Date	Decision
03/04/2008	£96,000 towards the Children's Services Coordinator's salary costs

Background and detail of proposal

STC works in five boroughs, annually offering in excess of 80,000 hours of home-based short breaks for carers. It also runs projects to relieve carers from the physical, mental and financial strains and stresses of round-the-clock caring for their loved ones. This project is inspired by the National Childbirth Trust's successful Tea Groups. In these, a local mum introduces new mothers to one another in their neighbourhood by hosting introductory meetings. The mum's groups tend to develop organically into lasting friendships and mutual support groups. This model is well suited to help in relieving carers' isolation. Most schemes addressing this need tend to offer large group activities (often some distance away from users' homes) and social contact may suddenly end if/when funding expires. This model addresses these shortcomings, offering scope for older carers to form sustainable social bonds in their localities, and does not rely on external funding to operate and survive.

STC proposes to recruit a Project Coordinator to identify, recruit, train and support the "community connectors" on on-going basis. Funds are sought for the full cost of the project over three years, comprising of salary, running costs and overheads. The project has been well planned and realistically budgeted on a full-cost-recovery basis, save for a few items, hence the adjusted level of recommended grant.

Financial information

Forecast income in the current year 2014/15 is £1,783,786, of which £1,770,976 (99%) had been confirmed as at 15th December 2014. The charity notes that the fall in income of £541,394 (23%) and the reduction in expenditure of £288,279 (13%) is due to it ceasing to run loss-incurring projects and projects less well aligned to its mission. The charity advises that the deficit in the current year is planned and is due to staff re-structuring and efforts to improve the charity's brand, which it hopes will attract additional income.

The costs of generating funds disclosed in the charity's 2013/14 accounts only included the costs of fundraising from charitable trusts but did not represent the cost of generating funds from all sources. The charity advises that it will disclose the full cost of generating funds in future and has provided an initial estimate for the current year as shown in the table.

Year end at 31 March	2013/14 Audited Accounts	2014/15 Current Year Forecast
	£	£
Income and Expenditure		
Income	2,325,180	1,783,786
Expenditure	2,238,520	1,950,241
Unrestricted Funds Surplus / (Deficit)	108,836	(124,179)
Restricted Funds Surplus / (Deficit)	(22,176)	(42,276)
Total Surplus / (Deficit)	86,660	(166,455)
Surplus / (Deficit) as a % of turnover	3.7%	(9.3%)
Cost of Generating funds (% of income)	£10,463 (0.45%)	£41,259 (2.3%)
Free unrestricted reserves		
Unrestricted free reserves held at Year End	553,990	429,811
How many months' worth of expenditure	3.0	2.6
Reserves Policy target	1,119,258	975,120
How many months' worth of expenditure	6.0	6.0
Free reserves over/(under) target	(565,268)	(545,309)

MEETING: 12/03/2015

Ref: 12582

ASSESSMENT CATEGORY - Older Londoners

Sydenham Garden

Adv: Julia Mirkin

Amount requested: £39,084

Base: Lewisham

Benefit: Lewisham

Amount recommended: £39,100

The Charity

Sydenham Garden (SG) is a well-being charity that helps people recover from physical or mental ill-health through engagement with gardening and arts activities. It was established 13 years ago and negotiated a 40-year lease for its site in 2007. SG's building opened in 2011, following a £0.5m capital project, towards which CBT contributed. The building is situated within an acre of garden and nature reserve; beneficiaries, who are referred to as 'Co-Workers', participate in therapeutic gardening sessions, either in the gardens, the Victorian-style conservatory, or inside in the building's activity room. Beneficiaries are referred to Sydenham Garden by local GPs, Lewisham and Bromley Mind and other local mental health charities.

The Application

SG proposes to build on its current six-month programmes for people with early onset dementia by offering ongoing "Sow and Grow" sessions, which develop in terms of the cognitive and physical challenges the beneficiaries present. Singing and dance sessions, which offer new forms of stimulation, will also be introduced.

The Recommendation

The evaluation of SG's dementia programme demonstrates its success in bringing about positive outcomes for beneficiaries in relation to their health and well-being. Requests by beneficiaries for the programme's continuation demonstrate its popularity. The proposed activity not only continues existing activity but builds upon it, ensuring that beneficiaries' improvements are not only sustained but also progressed. This proposal is a strong fit to your criteria for the Older Londoners programme and capitalises on work funded by the Lewisham's Clinical Commissioning Group.

£39,100 over three years (£12,770; £13,030; £13,300) towards the costs of a p/t (1dpw) Project Worker's salary, project costs and overheads.

Funding History

Meeting Date	Decision
14/07/2005	£108,000 towards developing a horticultural project for people with mental health problems; i.e. £100,000 towards a new building and £8,000 to develop a business plan and revenue strategy.
29/01/2004	£5,000 towards equipment and tools to enable the group to administer and run activities in Sydenham Green.

Background and detail of proposal

SG proposes to introduce two new sessions as part of its dementia programme, in response to feedback from Co-Workers. The new 2.5hr session would allow ten Co-Workers to continue attending Sow and Grow on a weekly basis. Different flowers and vegetables will be planted, watered, and nurtured throughout the year; Co-Workers will engage in more challenging physical activities in the garden, developing their strength, coordination and flexibility. During periods of bad weather, Co-

Workers engage with arts and craft sessions and compile scrap books, helping them to remember what they have been doing and the new people they have met. SG has successfully piloted singing and dance sessions with the dementia group, which has led to their inclusion in this proposal. Singing and dance complements the Sow and Grow sessions by encouraging different modes of expression and group working. Sessions are carefully planned to draw on preserved memories of songs and dances that were popular in years past. Regular exercise and cognitive stimulation delays the symptoms of dementia and has been shown to reduce the behavioural and psychological symptoms associated with the disease (*A Raglio, et al (2008), Alzheimer Disease & Associated Disorders. Vol 22, p.158 – 162*). This element of the programme will be programmed with support from Age Exchange, a CBT grantee, with which Members will be familiar.

During the twelve months up to April 2014, 26 Co-Workers completed the dementia programme and a further 39 completed the programme by the end of December 2014. During 13/14, SG commissioned an evaluation of the programme, which showed that 92% of Co-Workers reported a positive change to their quality of life; 85% of Co-Workers reported improved physical ability and feelings of social inclusion and 77% reported improvements to their mental well-being.

Financial Information

Sydenham Garden has secured all forecast income of £198,249 in the current year. Budgeted income for 2015/16 is £260,092, of which £167,880 (64.5%) had been confirmed by February 2015. Included in the budget are three pending applications to London Borough of Lewisham.

The figures in the table for the cost of generating funds are low but the charity advises that these do not include the time contributed by the charity's Trustees, who fundraise in a voluntary capacity.

Year end at 31 March	2013/14 Independently Examined Accounts £	2014/15 Current Year Budget £	2015/2016 Following year budget £
Income and Expenditure			
Income	167,406	198,249	260,092
Expenditure	148,088	154,498	235,184
Unrestricted Funds Surplus / (Deficit)	7,985	25,605	6,916
Restricted Funds Surplus / (Deficit)	11,333	20,152	17,992
Total Surplus / (Deficit)	19,318	43,751	24,908
Surplus / (Deficit) as a % of turnover	11.5%	22.1%	9.6%
Cost of Generating funds (% of income)	1,349 (0.8%)	7,718 (3.9%)	-
Free unrestricted reserves			
Free unrestricted reserves held at Year End	17,717	43,322	50,238
How many months' worth of expenditure	1.5	3.4	2.6
Reserves Policy target	37,022	38,625	58,796
How many months' worth of expenditure	3.0	3.0	3.0
Free reserves over/(under) target	19,305	4,697	(8,558)

MEETING 12/03/2015

Ref: 12509

ASSESSMENT CATEGORY - Reducing Poverty**Haven****Adv: Sandra Davidson****Amount requested: £133,626****(Revised request £76,604)****Amount recommended £76,600****Base: Hammersmith & Fulham****Benefit: London-wide****The Charity**

The Haven's mission is to help people through the physical and emotional experience of breast cancer by offering a free, in-depth and personal programme of psychological support and complementary therapies. Its services, led by specialist cancer nurse and supported counsellors, nutritionists and therapists, provide individually-tailored programmes that include emotional and psychological support, advice on healthy eating, exercise, stress management and a range of individual therapies, groups and classes. Programmes typically last 6 to 12 months and the charity liaises with NHS consultants and GPs throughout.

At present there are three Haven centres (in London, Hereford, and Leeds) and a growing outreach programme. Each centre offers a comfortable reception and library area where you can talk to other people or just pick up a book and find a quiet corner. Help is also available through 'Haven at Home' DVD and CD, the website, and by telephone.

To date the charity has supported over 12,000 visitors with more than 150,000 individual therapy appointments. A recent service evaluation shows that 91% of visitors report improvements to concerns and symptoms after visiting the Haven, and 80% stated that their therapy programme was essential for recovery.

The Application

Funding is required to maintain and expand the Welfare Benefits and Money Advice Service, which was introduced in a new joint venture with Macmillan Cancer Support in spring 2012. Available free nationwide, this service provides individual money advice and information for patients from across the UK who are affected by any type of cancer. It proved extremely popular and has made a huge difference to the lives of many vulnerable patients and families.

The Welfare and Money Advice Service based at the London Haven ensures that vulnerable cancer patients are able to access the support they need to allow them to cope during their illness and treatment and to help them focus on the one thing that really matters: getting better. Macmillan Cancer Support provided funding for the first two years of the service and further funding for one year, which is due to expire in May 2015.

The Recommendation

This application has been made on the Reducing Poverty strand of your investing in Londoners programme. The financial impact of cancer is becoming more understood. Research by Macmillan has found that 9 out of 10 cancer patients' households suffer loss of income and/or increased costs as a direct result of their illness, reporting last year that increased costs average at around £570 per month for over 80% of patients – typically incurred as a result of travel costs to and from

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hospital for treatment, and increased fuel bills. Your funding will enable the charity to continue and to develop the service to ensure cancer patients and their families are more financially stable and better informed and confident about all issues that affect their financial situation.

The request to the Trust has been reduced since the original application (as shown at Appendix A to the application form) following a successful bid to The Freemasons' Grand Charity towards the Advisor's basic salary and on-costs in year 1. Also, as the Advisor's role includes an element of work outside London, a proportion of the full salary costs is now requested (and recommended) to reflect the proportion of their work that will benefit Londoners:

£76,600 over three years (£13,500; £31,200; £31,900) towards the salary and associated running costs of a full-time Welfare Benefits and Money Adviser.

Funding History

None

Background and detail of proposal

Since the service was set up the Welfare Benefits and Money Adviser has secured over £200,000 of financial support for more than 370 cancer patients, negotiated sustainable and affordable repayments of debts. Patients' partners' and children also hugely benefit from greater financial stability within the family home and therefore the charity estimates approximately over 1,000 total beneficiaries to date (assuming four people per family unit). The project aims to keep up with the high demand and promote the service to reach more cancer patients across London, particularly those affected by cancers other than breast cancer and those who least are able to manage without this kind of support. Two volunteers will be recruited to provide basic level advice to support the Advisor and be responsible for the management of the Service online.

The number of visitors to the Haven in London is ever rising, with over 16,670 therapy appointments in 2013-14, an increase of 11% on the previous year. The charity is also investing in outreach activities to promote the Service and is about to start work on the basement room to create a new consultation area specifically to meet the demands. It is anticipated that the service will reach up to 500 beneficiaries over three years across Greater London. Feedback to date from Service users has clearly shown how beneficial and valuable the service is.

Financial Information

Forecast income in the current year 2014/15 is £3,010,000, of which £1,361,204 (45%) had been confirmed by November 2014.

The charity launched an appeal to raise £2.5m in 2013 for a Haven in Wessex, which is expected to open in October 2015. As at 30 November 2014 £1.5m had been raised, shown as restricted funds in the table below, and the charity is confident that the balance of £1m will be raised through their ongoing fundraising activities. The appeal hopes to cover two years' worth of operational costs of the new Wessex Haven to ensure that it is opened in a good position, with time to establish ongoing support from local sources to become self-sustainable.

Year end at 31 March	2013/14 Independently Examined Accounts	2014/15 Current Year Forecast
	£	£
Income and Expenditure		
Income	2,633,756	3,010,000
Expenditure	2,262,854	2,408,509
Unrestricted Funds Surplus / (Deficit)	(347,852)	221,434
Restricted Funds Surplus / (Deficit)	718,754	380,057
Total Surplus / (Deficit)	370,902	601,491
Surplus / (Deficit) as a % of turnover	14.1%	20.0%
Cost of Generating funds (% of income)	635,017 (24.1%)	-
Free unrestricted reserves		
Unrestricted free reserves held at Year End	457,913	679,347
How many months' worth of expenditure	2.4	3.4
Reserves Policy target	754,284 – 1,131,426	802,836 – 1,204,255
How many months' worth of expenditure	4.0 – 6.0	4.0 – 6.0
Free reserves over/(under) target	(296,371) – (673,513)	(123,489) – (524,908)

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MEETING: 12/03/2015

Ref: 12295

ASSESSMENT CATEGORY - Reducing Poverty**Kingston Churches Action on Homelessness****Adv: Julia Mirkin****Amount requested: £87,786****Base: Kingston****Benefit: Kingston****Amount recommended: £87,800****The Charity**

Kingston Churches Action on Homelessness (KCAH) was established in 1993 by 55 churches working collectively in the borough to tackle homelessness in Kingston. It now offers local people information, advice and services in relation to housing. Current activities include a hostel and night shelter placement service; the 'Access Project', which offers temporary supported accommodation for homeless people with low-level support needs for up to two years; a weekly job club; a healthy eating and hygiene course; housing and benefits advice and advocacy support. Although Kingston is seen as an affluent borough, it has pockets of extreme deprivation: 23 LSOAs (Lower Layer Super Output Areas) in Kingston fall in the 10% most deprived in the country in the domain entitled: 'barriers to housing and services' according to the 2012 borough profile. During 2012/13, there was a 58% increase in the number of rough sleepers picked up by Kingston 'Street Link' compared with the previous year. Despite growing demand on KCAH's services, it remains the only specialist housing support service in Kingston. The charity's current lease is soon to expire though negotiations are advanced concerning possible relocation to other premises.

The Application

This application is for three-years funding towards the cost of one of KCAH's two part-time Housing Adviser posts. The project budget has been revised since the application was submitted, following a benchmarking exercise for the salary of Advisor post. Although the salary has been increased, the request remains the same, reducing the proposed contribution to overheads from c.20% to c.10%.

The Recommendation

KCAH holds the prestigious 'Quality Mark', awarded by the Advice Quality Standard, for providing housing and welfare benefits advice. One of KCAH's Advisers is a Barrister in training and the other is an ex-service user, offering a rich foundation of knowledge and experience. The charity is well supported locally with approximately £102K received from local church donations each year; 50% of the Operational Director's salary is covered by the local authority; and in-kind support is received from local businesses in the form of sleeping bags, rucksacks, toiletries and food.

£87,800 (£27,900; £29,240; £30,660) towards the part-time (25 h.p.w) Adviser post, direct costs of the Housing Crisis Intervention Service and a 10% contribution to overheads.

Funding History

Meeting Date	Decision
25/09/2014	£3,000 (7.5 days @ £400 per day) to provide an eco-audit.
16/05/2002	£20,000 over two further years (£10,000; £10,000) towards the salary of the Operational Director.
19/10/2000	£14,700 for one year to part-fund a salary to assist young homeless people in RB Kingston.

Background and detail of proposal

KCAH's Advisers provide high-quality advice about housing law and welfare benefits as part of a morning drop-in service or by appointment in the afternoon for more complex cases. Post holders manage a caseload of active cases; they may attend tribunals or make housing applications on behalf of clients and are the first point of contact for KCAH, dealing with daily visitors and making referrals to hostels or other accommodation where possible. 59% of KCAH's drop-in clients declared themselves to be homeless. Having registered and received support from KCAH in 2013, 93% of clients reported improvements to their mental health. Since KCAH's job club started in March 2013, 14 beneficiaries have gained employment and one has started college. During the funded period, KCAH proposes to support 450 new clients and 1,500 existing clients per year; housing will be secured for 150 people and 75 beneficiaries will be helped in the prevention of losing their home each year.

KCAH currently sublets its premises through Kingston Council from the lease-holder, Marks and Spencer. This arrangement will end on 24 March 2015. KCAH aims to relocate to St. Peter's Church in Norbiton by the end of 2015, where it can lease more space for a similar rent, allowing it to create more onsite shelter space for people with higher-level needs and from which it can earn income. If you agree to award a grant today, it is your officer's recommendation that grant instalments in year two be contingent on confirmation of new lease arrangements for the charity.

Financial Information

Forecast income in the current year 2014-15 is £445,734, of which £424,734 (95.3%) had been confirmed by 12/02/15. £435,584 (90%) of budgeted income for 2015-16 had also been secured, with just the CBT application pending and £20K of budgeted donations still unconfirmed. The charity has stated that it has a Fundraising Committee which meets to improve, monitor and develop its ability to increase voluntary income. It hopes that the sheltered accommodation will be able to cover its costs in the near future, and it is in the process of recruiting a fundraiser to bring in community donations, which it will use to raise free reserves to the target level.

Year end at 31 March	2013/14 Audited Accounts £	2014/15 Current Year Budget £	2015/16 Following Year Budget £
Income and Expenditure			
Income	540,028	445,734	483,982
Expenditure	491,605	467,766	518,386
Unrestricted Funds Surplus / (Deficit)	64,043	(22,032)	(34,404)
Restricted Funds Surplus / (Deficit)	(15,620)	0	0
Total Surplus / (Deficit)	48,423	(22,032)	(34,404)
Surplus / (Deficit) as a % of turnover	9.0%	(4.9%)	(7.1%)
Cost of Generating funds (% of income)	-	-	41,000 (8.5%)
Free unrestricted reserves			
Free unrestricted reserves held at Year End	162,129	140,097	105,693
How many months' worth of expenditure	4.0	4.0	2.1
Reserves Policy target	122,901	116,943	129,597
How many months' worth of expenditure	3.0	3.0	3.0
Free reserves over/(under) target	39,228	23,154	(23,904)

MEETING: 12/03/2015

Ref: 12204

ASSESSMENT CATEGORY - Strengthening London's Voluntary Sector

Association of Chief Executives of Voluntary Organisations (ACEVO)

Adv: David Farnsworth

**Amount requested: £29,500
Amount recommended: £29,500**

**Base: Islington
Benefit: London-wide**

The Charity

ACEVO is a charity that operates as a membership organisation for over 1,500 chief executives in the UK charitable sector. It promotes the voluntary and community sector for the benefit of the public. Its work includes using the reach and depth of experience of its membership to identify issues and problems being encountered by this sector, and working to develop projects and policies to address them.

The Application

The organisation seeks funding to support the 'Loneliness Project': a piece of research to explore approaches to provide people with the skills to build resilience to periods of loneliness, particularly in later life; and to establish model ways of working in this area for charities, social entrepreneurs, and the state.

The Recommendation

Research has highlighted that loneliness is bad for health and is on the increase. The 'Campaign to End Loneliness' has raised the awareness of loneliness, especially amongst the elderly. This project is an opportunity to build on this work, with a particular focus on London and older people, to examine and develop practical ways to address this problem. With ACEVO's reach, through its membership, to the experience of many different charities where loneliness impacts, and its experience of influencing public policy, the organisation is well-placed to lead this research. A grant is advised accordingly:

£29,500 for research to support and inform the Loneliness Project. The grant is to be released as £15,000 as a first payment, then £15,000 on satisfactory completion of the research.

Funding History

Meeting Date	Decision
31/10/2012	£5,000 towards the EngagedX pilot on the condition that the balance of funding is raised from other sources.
19/11/1998	£60,000 over 3 years (3 x £20,000) to support places on a management leadership programme for 15 senior officers of London charities.

Background and detail of proposal

Research has concluded that in the context of an individual's wellbeing, lacking social connections is as damaging to health as smoking 15 cigarettes a day. Further, that social networks and friendships not only have an impact on reducing the risk of mortality or developing certain diseases, but they also help individuals recover – in many practical and intangible ways – when they do fall ill.

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ACEVO's membership and its contacts mean it will be able to consult widely in conducting this research: in particular, with ACEVO's Health Special Interest Group of 400 health and social care charities; its strong relationships with health and social care commissioners, local authorities, Public Health England, and the Department of Health. The research will be led by the experienced in-house team and will deliver:

- A report laying out a stratagem for driving change at the local level by voluntary and social enterprise organisations;
- Publicity and workshops designed to raise awareness of loneliness amongst ACEVO members;
- Provision of practical guidance on how charities can reduce loneliness by altering the way they deliver their services and through influencing public policy;
- Partnership work between the ACEVO Business Development Team and charities, to develop loneliness prevention services and to attract funding from commissioners.

Financial Information

Forecast income in the current year 2014/15 is £1,638,016, of which £1,226,000 (75%) had been confirmed by December 2014. The majority of the remaining income is expected to be earned through the charity's trading consultancy and sponsorship work.

The organisation has confirmed that the decrease in income of £287k (15%) from 2013/14 to 2014/15 was mainly due to the ending of a strategic partner grant from the Office for Civil Society of £208,000.

Year end at 31 March	2013/14	2014/15
	Audited Accounts	Current Year Forecast
Income and Expenditure	£	£
Income	1,925,270	1,638,016
Expenditure	2,015,725	1,695,148
Unrestricted Funds Surplus / (Deficit)	(90,455)	(57,132)
Restricted Funds Surplus / (Deficit)	0	0
Total Surplus / (Deficit)	(90,455)	(57,132)
Surplus / (Deficit) as a % of turnover	(4.7%)	(3.5%)
Cost of Generating funds (% of income)	460,895 (23.9%)	333,814 (20.4%)
Free unrestricted reserves		
Unrestricted free reserves held at Year End	434,807	377,675
How many months' worth of expenditure	2.6	2.7
Reserves Policy target	269,000 – 656,000	269,000 – 656,000
How many months' worth of expenditure	1.6 – 3.9	1.9 – 4.6
Free reserves over/(under) target	165,807 – (221,193)	108,675 – (278,325)

MEETING: 12/03/2015

Ref: 12512

ASSESSMENT CATEGORY - Strengthening London's Voluntary Sector

London Play

Adv: Sandra Jones

Base: Islington

Amount requested: £137,973

Benefit: London-wide

Amount recommended: £138,000

The Charity

London Play(LP), established in 1998, was set up to ensure that all children have access to high quality, accessible play opportunities in London – whether in supervised settings or in the wider public realm. Through its activities the charity aims to improve existing play provision as well as increase the amount of provision. The organisation has an extremely good reputation on issues around children’s play and works in partnership with other London-wide youth organisations such as London Youth. London Play has been chosen as charity of the year by the creative agency Collider as well as by the Hawksmoor restaurant chain.

The Application

Funding is sought to cover the salary of a p/t (3dpw) Play Works Mentor, the costs of training playground staff, and related operational and management costs. Support will be given to 12 community-led adventure playgrounds (four per year) through training and mentoring, with online evaluation toolkits for play projects being developed and launched.

The Recommendation

As the infrastructure organisation for children’s play in London, the charity is providing an invaluable resource to a sector that is struggling financially. The grant will be supporting play across the capital by strengthening local organisations’ evaluation systems and their ability to evidence the impact of their services, thereby putting them in a stronger position to compete for the limited resources available. The charity is emerging from a difficult financial time where it no longer receives core funding from London Councils (see below) - but has restructured and is diversifying its funding base towards earned income. Given the financial position of the organisation, your officers considered recommending one year funding to limit the risk. However, as the request is towards a salaried post, it is suggested that three years’ funding is awarded, otherwise it would limit the impact of the grant.

£138,000 over three years (£37,400, £47,700, £52,900) towards the salary of a p/t (3dpw) Play Works Mentor; costs of training playground staff; and related operational and management costs. Release of the grant in year 1 is subject to the receipt of satisfactory quarterly management accounts.

Funding History

Meeting Date	Decision
04/09/2013	Application withdrawn in order to re-apply with a proposal that better met your priorities.
20/11/2003	£93,000 (£38,000, £30,000, £25,000) towards the costs of an information service providing information for London’s Voluntary Play Sector,

Background and detail of proposal

Adventure playgrounds are at risk of closure across London. In recent years, youth and play services have been subject to financial reductions, and within the youth sector, play is not seen as a high priority, with the impact of play on young people being under-recognised. This is in part due to play organisations lacking the skills and experience of evaluating their services and their impact on young people's development. To address this, LP will provide community-managed play facilities with the tools to demonstrate the social and developmental outcomes they achieve, feeding this into social policy and engaging more authoritatively with policymakers and commissioners to increase sustainability.

The project will train, mentor and assist 12 adventure playgrounds over three years to improve the quality of their data collection, analysis and evaluation methods, in order to build evidence to demonstrate the impact of their services and to assess new priorities - leading to better practice, increased efficiency and sustainability. The work will include development of effective online resources which can be cascaded across the play sector. A further nine groups (at least) will develop improved evaluation systems via the online learning tools. It is envisaged that a further 100 groups will benefit over a 10 year period following the project end.

The chosen playgrounds will select one champion from either the staff team and trustee board to attend a three month course of half day training sessions in evaluation, with monthly one-to-one mentoring sessions with each playgroup developing an evaluation plan to implement. A quarterly peer support forum will be facilitated. An online toolkit will be developed from the work undertaken with the playgroups which along with other resources identified by the project, can be accessed by adventure playgrounds across London.

Financial Information

Within the Report and Financial Statements of London Play for the year ended 31st March 2014, the 'Independent examiner's report to the members of London Play' noted the following:

"Emphasis of matter

In my opinion, attention should be drawn to the following matter in order to enable a proper understanding of the financial statements to be reached: London Play had unrestricted funds of £5,980 as at 31st March 2014, and confirmed funding for less than 12 months from December 2014. The trustees consider the charity a going concern subject to raising funds successfully. The trustees are monitoring the charity's spending and cash flow regularly to ensure that its liabilities are met as and when they fall due. The trustees also explain this in note 1 (a) in the accounts."

Disclosure note 1 (a), which is referred to by the independent examiner in his emphasis of matter above, states the following:

"The financial statements have been prepared under the historical cost convention and in accordance with applicable accounting standards and the Companies Act 2006. They follow the recommendations of the Statement of Recommended Practice, Accounting and Reporting by Charities.

Despite the difficult funding environment for the charity sector London Play continues to attract project funding for a variety of play initiatives. Considerable effort is being focussed on the development of various play services which will attract future unrestricted income. In addition a number of bids are being submitted to Trusts and organisations to support future project work. Trustees are confident that measures

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already taken and the careful control of expenditure in 2014/15 along with additional measures to cut costs and alter activities going forward as necessary will allow London Play to continue in operation until new funding is secured. For these reasons the Board considers it appropriate to prepare these financial statements on a going concern basis."

The charity advises that the loss of core funding from London Councils in March 2013 contributed to its financial difficulties and it has advised that in response it has made changes to its structure and business model.

Total forecast income in the current year 2014/15 is £331,286, of which £296,379 (89.5%) had been confirmed by December 2014. This includes secured backing from the Tudor Trust to fund a new lead role of Development Director which formed part of its senior management team.

At 31st March 2015 the level of free reserves is anticipated to equal one weeks' worth of expenditure. This level remains the same as that of a year earlier on 31st March 2014, which the independent examiner commented on in the 'emphasis of matter' (shown above). Over the next three years, with the help of the Development Director, the charity is aiming to increase free reserves through diversifying its funding streams. This will include offering services to design and build playgrounds, raising £38,600 so far in 2014/15 which is anticipated to increase in the coming years. London Play is also partnering with the Royal Institution on 'Kids with hammers', a television format that a number of production companies have shown an interest in. London Play has been chosen as charity of the year by the creative agency Collider who will be working with the organisation to create funding opportunities across its digital domains.

The cost of generating funds decreased from 6.3% in 2012/13 to 3.3% in 2013/14 due to staff time being diverted to direct charitable projects. The charity has recognised its financial position and expects this figure to increase from 2014/15 in relation to its income generating activities described above.

Year end at 31 March	2012/13 Independently Examined Accounts	2013/14 Independently Examined Accounts	2014/15 Current Year Forecast
Income and Expenditure	£	£	£
Income	399,230	321,797	331,286
Expenditure	381,175	346,188	330,523
Unrestricted Funds Surplus / (Deficit)	9,761	(10,879)	763
Restricted Funds Surplus / (Deficit)	8,294	(13,512)	0
Total Surplus / (Deficit)	18,055	(24,391)	763
Surplus / (Deficit) as a % of turnover	4.5%	(7.7%)	0.2%
Cost of Generating funds (% of income)	25,343 (6.3%)	9,424 (3.0%)	-
Free unrestricted reserves			
Unrestricted free reserves held at Year End	38,626	5,980	6,399
How many months' worth of expenditure	1.2	0.2	0.2
Reserves Policy target	127,000	127,000	127,000
How many months' worth of expenditure	4.0	4.5	4.6
Free reserves over/(under) target	(88,374)	(121,364)	(120,601)

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MEETING: 12/03/2015

Ref: 12548

ASSESSMENT CATEGORY - Strengthening London's Voluntary Sector**Partnership for Young London****Adv: Sandra Jones****Base: City****Amount requested: £141,629****Benefit: London-wide****Amount recommended: 142,000****The Charity**

Partnership for Young London (PYL), was established in 1997 and aims to provide leadership and vision about young people's services across London. Incorporated as a charitable company in 1997, the organisation is hosted by the City of London and its current Chairman is Deputy William Fraser. Other trustees are drawn from the voluntary youth sector, private sector, housing, Duke of Edinburgh scheme, colleges and youth support organisations. In line with its priorities, the charity provides information, networking and brokering opportunities, consultancy, research, professional development and policy and practice updates to its members. The charity facilitates a number of strategic initiatives such as the London Policy Network (which covers such subjects as Youth Innovation Zones, Future Models of Commissioning, Cabinet Office review of youth services), and the Strategic Youth Engagement Board.

The Application

PYL is seeking funding to enable voluntary, community and social enterprise sector organisations which provide youth services, to improve their monitoring evaluation and impact reporting. This will be achieved through a number of events including networking opportunities, individual support, and sharing information and resources online. The funding will cover the Development Lead (4 days per week), admin support (0.5 days per week), associated running costs and the costs of events and training sessions.

The Recommendation

PYL provides quality services, London-wide, to organisations working with young people, many of which have suffered from a decline in the level of funding available over recent years. In a competitive funding climate, it is more important than ever that organisations are able to demonstrate their effectiveness and to work in partnership. This project has been developed from feedback received from the charity's stakeholders, which identified the issues that the programme addresses as being priority for the youth sector.

£ 142,000 over three years (£47,300, £47,000, £47,700) for a part-time (4 dpw) Development Lead, related admin support (0.5 days per week), associated running costs, and the costs of events and training sessions.

Funding History

None

Background and detail of proposal

The need for the project has been developed through PYL's on-going role as the Regional Unit for Young People's services, further supported by research it has undertaken looking at the impact of the financial climate on the youth sector. The

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charity has also had feedback from stakeholders (such as local authority commissioners) and from Engage London, its other project, funded through London Councils. This highlighted a number of issues, including an increase in the level of competition for funding with some local authorities cutting their services by 50%; a need to develop more effective collaboration across service providers to meet the needs of young people; the need for workforce development; and support around quality and impact, and an increased focus on targeted versus universal services for young people.

In order to deliver the project, a part-time programme lead officer will be appointed, supported by 0.5 day per week administrative support. The work will comprise the provision of local and regional training sessions and support programmes across London, facilitation of regional networking events bringing together key stakeholders to share best practice, and a peer support programme for practitioners. A website will also be developed profiling resources, events and networking opportunities including the training materials produced as part of the local and regional training sessions, and a monthly e-bulletin. It is anticipated that, over the life of the programme, over 500 organisations will benefit directly, with 1,500 accessing the website and receiving the monthly e-bulletins.

Partnerships will be developed to share resources and expertise and widen the reach of the programme.

Financial Information

Forecast income in the current year 2014/15 is £98,907, of which £79,587 (80%) had been confirmed by 15th February 2015.

Year end at 31 March	2013/14 Audited Accounts £	2014/15 Current Year Budget £
Income and Expenditure		
Income	101,668	98,907
Expenditure	115,977	102,768
Unrestricted Funds Surplus / (Deficit)	(14,309)	(3,861)
Net gain/(loss) on investment assets	5,638	(1,808)
Total Surplus / (Deficit)	(8,671)	(5,669)
Surplus / (Deficit) as a % of turnover	(8.5%)	(5.7%)
Cost of Generating funds (% of income)	-	8,400 (8.0%)
Free unrestricted reserves		
Free unrestricted reserves held at Year End	67,769	62,100
How many months' worth of expenditure	7.0	7.3
Reserves Policy target	57,989	51,384
How many months' worth of expenditure	6.0	6.0
Free reserves over/(under) target	9,780	10,716

MEETING: 12/03/2015

Ref: 12521

ASSESSMENT CATEGORY - Strengthening London's Voluntary Sector

Voluntary Action Islington Limited

Adv: Sandra Jones

Base: Islington

Benefit: Islington

Amount requested: £96,873

Amount recommended: £96,900

The Charity

Voluntary Action Islington (VAI) is the council for voluntary service serving the London Borough of Islington. As well as providing some capacity building support and an information service, the charity has been responsible for running the borough's volunteer centre since 2009. The organisation represents Islington's voluntary and community sector in various cross-sectoral partnerships and networks, as well as enabling its members to influence change. Operating from premises in Pentonville Road, the charity provides a resource centre used by the voluntary sector for hiring desk space and meeting and conference rooms.

The Application

This proposal is focused on VAI's role as the borough volunteer centre and will provide support to improve induction and training for volunteers and create volunteer supervisor roles. The request is for two-year funding towards a part-time Project Officer, a one day per week Senior Project Officer and associated running costs.

The Recommendation

It is one of your priorities to improve volunteer management within voluntary and community sector organisations. In 2011 your Committee awarded VAI two years' funding to help groups, mainly from minority ethnic and refugee communities, to be more effective in recruiting and sustaining volunteer involvement. This application builds on the previous grant and is to work with small and medium sized community organisation to improve induction of new volunteers and to create new roles whereby volunteers supervise other volunteers. The project will be delivered by a part-time Project Officer and part-time Senior Project Officer, with associated running costs and costs of delivering training courses:

£96,900 over two years (£48,000, £48,900) for the costs of a p/t (4 dpw) Project Officer; 1 day per week Senior Project Officer; and associated running costs and the costs of delivering training courses.

Funding History

Meeting Date	Decision
13/03/2014	A grant of £375 under the Eco Audit programme for the provision of a one day information workshop for front line workers.
30/06/2011	A grant of £91,000 over two years (£45,000; £46,000) towards the salary and on-costs of a full-time Development Officer
03/04/2008	£129,000 over three years (£42,000; £43,000; £44,000) towards small group development work in LB Islington.

Background and detail of proposal

Feedback obtained by VAI from local groups suggests that there is no shortage of people coming forward and expressing an interest in volunteering. However, organisations often struggle with making the best use of this initial interest and

enthusiasm, as there is a mismatch between the expectations of volunteers and the volunteering opportunities that organisations have the capacity to provide. Often, volunteers do not stay the course as their induction is ineffective and staff do not know how to manage and support them. Some groups have identified the need for developing volunteer supervisor roles to support them in extending the range of services that they offer to the local community in Islington.

The project will work with at least 30 groups over the two years to develop the skills of staff and volunteers. The support offered includes direct help with the induction of volunteers, so that there is a better match between expectations of volunteers and local organisations. Training on the effective management of volunteers will also be given to paid and volunteer staff from 30 voluntary groups, with the resources developed being shared on VAI's website. More intensive work with organisations will be undertaken to develop a volunteer supervisor role. One-to-one support will be undertaken, focusing on the development of policies and procedures and volunteer training. Web-based resources and a social media platform for participants will be developed, where good practice can be shared.

Financial Information

Forecast income in the current year 2014/15 is £485,512, of which £475,800 (98%) had been confirmed by December 2014. This level of income represents a reduction of £87,190 (18%) compared to the prior year and the charity attributes this to reductions in public sector grant funding. This was anticipated by VAI as it moves from a position where most of its income is from statutory sources to one of more varied streams including the rental of space at the charity's resource centre.

The figure for the cost of generating funds in the table is £3,045 (0.5% of total income). This figure is low, however, the charity's 2013/14 accounts show that some fund raising costs appear to have been classified as expenditure on charitable activities. This has been discussed with VAI, who have agreed to review their calculation of the cost of generating funds for 2014/15 year end.

Year end at 31 March	2013/14 Audited Accounts £	2014/15 Current Year Forecast £
Income and Expenditure		
Income	572,702	485,512
Expenditure	547,767	532,692
Unrestricted Funds Surplus / (Deficit)	4,230	(47,180)
Restricted Funds Surplus / (Deficit)	20,705	0
Total Surplus / (Deficit)	24,935	(47,180)
Surplus / (Deficit) as a % of turnover	4.4%	(9.7%)
Cost of Generating funds (% of income)	3,045 (0.5%)	-
Free unrestricted reserves		
Unrestricted free reserves held at Year End	376,026	328,846
How many months' worth of expenditure	8.2	7.4
Reserves Policy target	164,330 – 383,437	159,808 – 372,884
How many months' worth of expenditure	3.6 – 8.4	3.6 - 8.4
Free reserves over/(under) target	211,696 – (7,411)	169,038 – (44,038)

Committee:	Date:
The City Bridge Trust Committee	12 March 2015
Subject:	Public
Grant applications recommended for rejection	
Report of:	For Decision
Chief Grants Officer	
Summary	
<p>This report and the accompanying schedule outlines a total of 21 grant applications that, for the reason(s) identified, are recommended for rejection.</p>	
Recommendation	
<p>Members are asked to reject the grant applications detailed in the accompanying schedule.</p>	

Main Report

1. There are a total of 21 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. In addition, 2 requests for Eco-Audits were declined.

2. Copies of these application forms are available to view in the Members’ Reading Room. 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.

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CBT iL Recommended for Rejection (inc reasons) Landscape

The City Bridge Trust Committee - 12 March 2015

Summary of Recommendations for Rejection - Investing in Londoners

Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
<u>Arts Apprenticeships</u>				
12567 Carnival Village Trust	Arts Apprentice	In the 2013/14 accounts the auditor has a doubt about the group's ability to continue as a growing concern. Returns to the Charity Commission have been late in four of the past five years, suggesting weakness in administration and/or governance.	£4,000	CR Kensington & Chelsea
12687 Keats Community Library	Arts Apprentice	Organisation is ineligible as it does not have at least one full-time employee. Free reserves currently held are far in excess of its policy and equate to considerably more than a year's turnover.	£2,000	CR Camden
<i>Total Arts Apprenticeships (2 items)</i>			<u>£6,000</u>	
<u>English for Speakers of Other Languages</u>				
12557 Community Resources for Change	To fund the salary and related costs of a Creative English Support Worker who will develop provision for people who are speakers of other languages.	The proposal is insufficiently focused on delivering ESOL classes, whilst there is no onus within the job description for the post-holder to have a suitable qualification, as is your requirement.	£62,342	CR Barking & Dagenham

Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
12652 Refugee and Migrant Network Sutton	Provision of free English language classes to enable refugees, asylum-seekers and migrants to integrate successfully into the community, to access relevant services and become independent.	Income in 2013/14 was less than £4000. Projected income in 2014/15 is £8000 of which less than £2000 was confirmed by the end of September 2014 - raising doubts as to the sustainability of the organisation. Sum requested would exceed 50% of turnover.	£23,000	CR Sutton
<i>Total English for Speakers of Other Languages (2 items)</i>			<u>£85,342</u>	
<u>Improving London's Environment</u>				
12535 Avenue House Estate Trust	The Trust will restore and improve the grounds of the Estate to increase their use and enjoyment, and diversify the offer with more outcomes.	A capital request for site restoration and construction of a new activity centre, neither of which are eligible under your funding programmes. The charity does not make sufficient case for how the proposed work helps deliver your programme aims.	£50,000	TW Barnet
12520 Farms for City Children	I request support for 150 x 8-11 year old children/year for 3 years to stay on a real farm for a week in the countryside.	This application is seeking a subsidy for individual children to leave London and stay on a farm. As such it does not fit with your "Improving Londoners' Environment". The charity does not undertake any work within London.	£78,750	JXM Outside London
<i>Total Improving London's Environment (2 items)</i>			<u>£128,750</u>	
<u>Improving Londoners' Mental Health</u>				
12542 BritSom	To promote Mental health and wellbeing for Somali and BMER communities in London Borough of Barnet.	Organisation appears to have no track record in mental health work, whilst the annual grant as requested would exceed 50% of turnover	£64,500	CR Barnet

Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
12607 French African Welfare Association (FAWA)	There is a need to increase mental health awareness in the BME communities, to increase access to services, treatment, and prevention of mental health illhealth	The application (muddled in parts) fails to assure your officers that the organisation has the necessary expertise to deliver high quality mental health support; whilst it fails to address any of your other criteria under this programme.	£48,510	TB Kensington & Chelsea
12598 Kingston United Reformed Church	We apply for revenue funding for three years, to pay a Community Worker to support our extensive outreach work in the Kingston Community.	Proposal is to support general community activity and is insufficiently focussed on meeting your criteria and/or delivering your outcomes.	£60,000	CR Kingston
<i>Total Improving Londoners' Mental Health (3 items)</i>			<u>£173,010</u>	

Making London More Inclusive

12659 Artbox London	To increase from 20 to 50 the number of people with learning difficulties who benefit from Artbox London's art workshops, exhibitions and gallery visits.	Sum requested would equate to more than 100% of current year forecast turnover; and double the entire turnover for 2014/15.	£126,253	CR Islington
12445 Brook Young People	Develop a model of inclusive sex and relationships' education to increase accurate, reliable, accessible information promoting healthy relationships for disabled people.	The focus of this bid is to provide in-house training to staff and build their skills and knowledge for working with disabled young people on sexual health issues. While important, this focus does not sufficiently address your grant outcomes. This application was deferred from your January 2015 meeting following a request from a Member for further information, which your officer has subsequently provided.	£147,039	JXM Islington

Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
12660 Lifelong Family Links	Supporting young disabled people in transition to develop life skills and follow a work readiness programme, by taking part in classes, workshops and horticultural activities.	Organisation currently holds free reserves far in excess of a typical year's turnover, hence this proposal could be self-funded.	£93,888	CR Lambeth

Total Making London More Inclusive (3 items)

£367,180

Older Londoners

12556 Artangel	Cooking lessons for older men leading to a theatre piece inspired by their stories.	Project is insufficiently focused on the Trust's programme outcomes.	£22,200	TW Camden
12543 Bright Shadow Limited	To run a multi-generational project bringing together older people with dementia and early years children to enjoy creative, participatory and sensory workshops.	An uneasy proposal to use young children to help older people cope with dementia. Organisation has 2 directors/Trustees only and is based outside London with limited, if any, experience of working with Londoners.	£4,880	CR Outside London

Total Older Londoners (2 items)

£27,080

Reducing Poverty

12508 Community Food Enterprise Ltd	To improve access to affordable healthy food by vulnerable people in some of the most deprived parts of London.	The charitable company has only one Trustee; which is insufficient to meet its own governance requirement.	£75,000	JXM Newham
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Total Reducing Poverty (1 item)

£75,000

Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
<u>Resettlement and Rehabilitation of Offenders</u>				
12618 Pimlico Opera	Central overhead funding for an ambitious prison project enabling young London gang nominal offenders to work creatively at a highly-professional level for two months.	Organisation applied in December to commence the project in January, which is unrealistic. This is a very short term - 3 month - project where the participants are unconfirmed and where long-term, positive, outcomes are very doubtful.	£10,000	CR Outside London
12541 Steps2Recovery	Support to help ex-offenders break the links between drug and alcohol dependency and offending behaviour.	Analysis of the documents provided with the full application raise doubts as to the robustness of the governance and sustainability of the organisation. As the charity also runs a residential unit for which, at the time of assessment, it did not hold Care Quality Commission registration, officers cannot recommend to fund.	£61,800	TB Hackney
12580 TSBC CIC & TSBC Foundation	Through our co-located service within Hackney's Integrated Offender Management team we will work to resettle ex-offenders with drug and alcohol addictions in the community.	An extremely unclear application for sensitive work with offenders but where the organisation demonstrates having little experience or track record.	£137,482	CR Lambeth
<i>Total Resettlement and Rehabilitation of Offenders (3 items)</i>			<u>£209,282</u>	

Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
<u>Strengthening London's Voluntary Sector</u>				
12455 Muslim Charities Forum	Development of web based resources to increase the effectiveness of Muslim volunteer action and to enhance partnership and networking between organizations and volunteers	The application is from an umbrella organisation for Muslim humanitarian international NGOs in the U.K. Neither the proposal nor the supporting job description explain how the project would target groups in London.	£144,386	JF Brent
12589 Positive View Foundation	To fund the critically important Monitoring and Evaluation Executive post and to establish the monitoring and evaluation programme to measure beneficiary impacts.	Organisation has returned extremely large deficits in its most recent accounting periods and is reliant on unsecured loans from Staff/Trustees to remain a growing concern. Proposal is principally to strengthen its own monitoring systems.	£62,000	CR Enfield
12540 Wandsworth Care Alliance	Capacity to enable WCA to develop and expand its work with its Service User Groups and other volunteer led groups in Wandsworth	The proportion of benefit which addresses your specific criteria within the programme is insufficient given the level of the request.	£153,611	JXM Wandsworth
<i>Total Strengthening London's Voluntary Sector (3 items)</i>			<u>£359,997</u>	
Grand Totals (21 items)			£1,431,641	

Committee:	Date:
The City Bridge Trust Committee	12 March 2015
Subject:	Public
Grants/expenditure considered under Delegated Authority	
Report of:	For Information
Chief Grants Officer	
<p><u>Summary</u></p> <p>This Report draws your attention to 10 expenditure items which, since your last meeting, have been approved under delegated authority.</p> <p>Following the approval of the Court of Common Council on 16th 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 approved by the Chief Grants Officer in consultation with the Chairman and Deputy Chairman.</p> <p>Six of the items below are for the costs of eco-audits, where no monies are paid to the recipient organisation, rather the funds approved are used by the Trust to commission and appoint qualified professionals to undertake individual audits for the named charity.</p> <p>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.</p> <p style="text-align: center;">Recommendation</p> <p style="text-align: center;">That you receive this report and note its contents</p>	

Organisation

Amount and Purpose of Grant or Eco-Audit

198 Contemporary Arts and Learning

£2,000 to match CEP funding towards the wage costs of 1 Apprentice for 1 year from June 2014 – June 2015. The national minimum wage must be paid.

English National Opera

£2,000 to match CEP funding towards the wage costs of 1 Apprentice for 1 year. The national minimum wage must be paid and the organisation must be the direct employer.

Venture Community Association

£2,000 to match CEP funding towards the wage costs of 1 Apprentice for 1 year. The national minimum wage must be paid.

Downside Settlement	£2,600 (6.5 days @ £400 per day) to provide an eco-audit.
ELATT (East London Advanced Technology Training)	£2,800 (7 days @ £400 per day) to provide an eco-audit.
Manor House Development Trust	£2,600 (6.5 days) to provide an eco-audit.
Brent Citizens Advice Bureau	£2,000 for the cost of commissioning an independent access audit.
SS Robin Trust	£4,300 for an access audit and consultation to inform the development of the SS Robin.
Wandsworth Older People's Forum (WOPF)	£15,000 over three years (3 x £5,000) to pay for the printing and distribution of 4,000 newsletters quarterly for 3 years.
Legal Education Foundation	£4,000 to support the Early Action Funders' Alliance

Table 1

Summary of delegated authority spend for the financial year to date

Applications at Committee	Delegated authority < £10k including eco-audits		Delegated authority £10k - £25k	
	£	Number	£	Number
April 2014	14,900	4	17,000	1
May 2014	13,650	5	22,500	1
June 2014	20,000	3	21,000	1
July 2014	20,800	7	0	0
September 2014	34,700	9	15,000	1
November 2014	23,676	7	39,510	2
January 2015	35,800	15	16,200	1
March 2015	24,300	9	15,000	1
Total for year to date	187,826	59	146,210	8

Recommendation

That you receive this report and note its contents.

Contact:

Ciaran Rafferty, Principal Grants Officer, tel: 020 7332 3186 Date report written: 27/02/2015

Committee:	Date:
The City Bridge Trust Committee	12 March 2015
Subject:	Public
Withdrawn & Lapsed Applications	
Report of:	For Information
Chief Grants Officer	
<u>Summary</u>	
<p>This Report draws your attention to those applications which have been subsequently withdrawn by the applicant or lapsed due to additional information not forthcoming.</p>	
Recommendation	
That you receive this report and note its contents	

Withdrawn Applications:

Organisation

Purpose of Request

Criterion Theatre Trust

“Arts Apprenticeship”

Organisation has withdrawn this request upon realising that it would not meet the programme criteria as the apprentice would be employed by a third party.

CareNet

“The main aim of the project is to employ mental Health Link Worker to work with mental health and social care providers.”

Application withdrawn as proposal fell within the obligatory fallow period and therefore, was ineligible.

Clean Break Theatre

“To provide specialist courses and support to improve the lives of women with poor mental health who are/have been affected by the criminal justice system.”

The applicant has withdrawn their application with a view of resubmitting at a later stage.

Battersea Arts Centre (BAC)

“To establish a commissioning fund for new theatre by disabled artists and provide more

opportunities for disabled people to engage theatre through more accessible performances.”

Organisation has withdrawn its application on realising that the majority of the proposal's strands fell outside your priorities.

The Ecclesiastical Parish of St. Paul, West Hackney

“St Paul's Church is requesting funds to support an access audit for the community church hall.”

Since submitting the application the organisation has decided to fund the cost of the audit from its own reserves in order to meet a planning application deadline. A bid for capital is expected in due course.

SPID Theatre Company

“Over 75- year old residents of North Kensington estates will come together every week to eat a hot, healthy cooked communally by their neighbours.”

The organisation have withdrawn the application as the proposal is not within its objects.

Church of the Good Shepherd

“Funding towards the salary of our Hub Coordinator who will coordinate the work of our Debt Centre and Foodbank.”

After discussion with your officer, the organisation has withdrawn this request to re-submit a more appropriate bid.

Quaker Social Action

“To enable Londoners in financial hardship to buy affordable essential furniture and white goods thereby avoiding debt and maximising income for everyday living.”

Excessive reserve - over and above policy.

Feltham Community Chaplaincy Trust

“To enable us to increase the numbers of young offenders we work with at HMPYOI Feltham/HMPYOI Isis so that greater numbers can be successfully resettled.”

The organisation has withdrawn this application as it wishes to submit a clearer, more evidenced bid in due course.

Lapsed Application:

National Youth Orchestra of Great Britain

“Arts Apprenticeship”

Application lapsed as the organisation has failed to confirm information needed to progress the application.

Society of Genealogists

“Arts Apprenticeship”

Application to support 2 Arts Apprentices. The organisation has failed to respond to requests for information from your officers, therefore a full assessment has not been possible.

Total Withdrawn Applications: 9

Total Lapsed Applications: 2

Contact:

Ciaran Rafferty, Principal Grants Officer

Tel: 020 7332 3186

Date report written: 27/02/15

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Committee:	Date:
The City Bridge Trust Committee	12 March 2015
Subject:	Public
Variations to Grants	
Report of:	For Information
Chief Grants Officer	
<p><u>Summary</u></p> <p>This report advises Members of variation to 8 grants agreed by the Chief Grants Officer since your last meeting.</p> <p>Recommendation</p> <p>That Members receive this report and note its contents.</p>	

Main Report

Since your last meeting variations to the grants outlined below have been agreed by the Chief Grants Officer, in line with the revised delegated procedure for the amendment of grants as agreed by your Committee in October 2004. There are more listed than usual this month, due to an end-of-year database clean-up.

Islington Childcare Trust (ICT)

ICT was awarded £65,400 over two years in March 2011, for a post to help voluntary sector childcare organisations improve their financial management skills. Part of the assessment at the time included verification with the local authority that the service was needed; that it – LBI - could not fund it; and that ICT was a suitable host/delivery organisation. However, the local authority eventually decided to take this project in-house as of April 2013, meaning that year 2 of your grant was no longer required, leaving the sum of £33,000 to be revoked.

Horn of Africa Youth Association (HAYA)

In July 2010 the above was awarded a grant of £67,200 over three years toward a leadership development programme for young refugees in west London. In 2012, the final year's funding (28,600) was withdrawn following concerns about the organisation's performance. This sum has now been revoked.

Volunteer Centre Greenwich (VCG)

VCG was awarded £162,000 over three years in October 2012 towards a project to increase the number and quality of volunteering placements in that borough. Monitoring of the project in the first two years was satisfactory but, at the end of year 2, the organisation returned an underspend totalling £9,913 in the element of the grant allocated for volunteer training and expenses – partly because the costs were

overestimated to begin with and partly because a high proportion of those involved gained paid employment and ceased to volunteer. In agreement with VCG this sum has been revoked from the third year's grant instalment.

Volunteer Centre Hounslow (VCH)

VCH received a grant of £141,000 over three years in May 2014 for a project providing advice and guidance on volunteering and volunteer management to organisations in the borough. Three, quarterly, instalments – amounting to £33,975 – have been released. In January 2015 the organisation informed the Trust that it planned to close in March 2015 (due to an unexpected loss of core funding from the local authority). The balance of the grant - £107,125 – has been revoked.

Nia Project

In May 2009 a grant of £150,000 was awarded for a three-year project within your time-limited “Tackling Violence” programme. This sum included £5,000 for the organisation to commission an evaluation of the project. Whilst the project itself ended some time ago, no funds for the evaluation were ever requested nor released – hence that sum has been revoked.

TAGEERO

This organisation received a grant of £120,000 in September 2009, for a mental health project over three years. The charity was closed with two, quarterly, instalments of the grant unpaid (£20,000 in total) – hence this sum has been revoked.

Generate Opportunities Ltd

In line with your policy, this organisation received a second, concurrent, grant in October 2012 for a three-year environmental project with young disabled people. Reporting on year 1 of the project was tardy and illustrated that the project was not making the progress anticipated. The charity declared that it did not wish to continue the project beyond year 1, hence the remaining balance of the grant (£61,000) has been revoked.

A Rocha UK

In January 2010 you awarded a grant of £35,000 over two years costs related to the establishment of a community garden in Southwark. This project was completed a little ahead of schedule with the result that a balance of £5,000 was not required. This sum has been revoked.

Contact:

Ciaran Rafferty

Tel: 020 7332 3186

Date report written: 23/02/2015

Committee:	Date:
The City Bridge Trust	12 March 2015
Subject:	Public
Report on a Monitoring Visit	
Report of:	For Information
Chief Grants Officer	
<p><u>Summary</u></p> <p>You receive monitoring visit reports at each of your meetings. These are in addition to the two substantial monitoring reports you receive annually. One of these, a report reflecting on the monitoring and evaluation of “Working with Londoners” grants was submitted to your September 2014 meeting whilst a statistical monitoring report, also looking at the “Working with Londoners” programmes, was submitted to your July 2014 meeting.</p> <p>The report to this Committee is from a visit to the Women’s Resource Centre, funded under your Strengthening the Third Sector programme.</p> <p>You supported WRC to deliver digital technologies and social media training to voluntary sector women’s organisations.</p> <p><u>Recommendation</u></p> <p>That Members receive this report and note its contents.</p>	

Contact:

Tim Wilson

Tel: 020 7332 3716

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Date report written: 02/03/2015

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Monitoring Visit Report: Women's Resource Centre (10846)

BACKGROUND INFORMATION		
1.1 Date of Visit <p style="text-align: center;">16/1/15</p>	1.2 Name of visiting Grants Officer <p style="text-align: center;">Joy Beishon</p>	1.3 People met with <p style="text-align: center;">Vivienne Hayes (CEO)</p>
1.4 Programme Area: Strengthening the Third Sector (new and strategic approaches to using ICT)		
1.5 Grant value £114,000 over 3 years (3 x £37,000)	1.6. What is the grant funding? A digital technologies and social media training programme	
1.7 Purpose of the award To enable third sector women's organisations improve their use of digital technologies and social media in order to influence policy and get their messages heard.		
MONITORING INFORMATION		
<p>2.1 Project Outcome 1: To increase the capability of 50 women's organisations, and 60 individual women (staff and volunteers) to use digital and social media for policy and messaging work.</p> <p>Progress made: WRC delivered introductory, intermediate and advanced training to 57 women from 53 different organisations over the life of the grant. Whilst this was 3 short on the target for individual beneficiaries, WRC was able to reach a slightly larger number of organisations than originally expected. Of the organisations supported, 13 focused on the needs of BMER women, and 6 on the needs of women with disabilities. WRC assessed increases in skills and knowledge through post-course evaluation and identified a number of positive changes:</p> <p>86% said they felt 'confident' or 'very confident' using the strategies learnt on the training course to engage and influence their target audience;</p> <p>78% reported increased level of knowledge of social media; and</p> <p>75% reported increased level of confidence to use social media.</p> <p>However, no long-term follow-up has been done with the individuals or the organisations who received the training making it difficult to gauge the impact of the programme. Anecdotal feedback also suggests that the participant women's groups often lack the capacity to use the training due to lack of time, technology and equipment.</p>		

2.2 Project Outcome 2: To increase the awareness of 100 women’s organisations in the potential opportunities for using digital and social media in their campaigning and policy work.

Progress made: WRC has worked to increase awareness of opportunities arising from the use of digital and social media in campaigning and policy work via their membership network of over 450 organisations. This has been achieved through the creation of the ‘Guide to using Facebook and Twitter’ which has been circulated to all members. The guide has also been disseminated through WRC’s e-newsletter to over 3,000 individuals. The guide is also available for download on the WRC website. However, there are no website analytics to demonstrate the extent to which the guide has been looked at or downloaded and no survey or follow-up to identify the extent to which the guide has been used.

2.3 Project Outcome 3: To support 5 women’s organisations to improve the impact of their websites.

Progress made: WRC delivered 1-2-1 training and advice to 10 organisations during the period of the grant, of which five were supported to build new websites using WordPress. Feedback from the five organisations suggests increased awareness of using social media to drive traffic to their websites. Participants reported that they valued the opportunity to create effective website content, and to ensure their sites had strong usability.

GRANT OFFICER COMMENTS

WRC reported their appreciation with City Bridge Trust’s flexibility over the life of the grant. For example, early on it became clear that women’s groups needed help with website development and the Trust gave WRC room to address this need within the existing award. Additionally, it quickly became apparent that many prospective trainees needed introductory courses to access the main training content, and the Trust authorised this minor variation.

Most available grantee data relates to immediate post-course outcomes (i.e. improved knowledge and skills). The feedback on the work delivered was positive, but WRC does not have systematic data to demonstrate whether and how the knowledge gained through training has resulted in positive change. Whilst there are some examples of participants using their skills, for example WRC helped the Deaf Ethnic Women’s Association put together a Twitter and Facebook campaign for a (subsequently successful) Early Day Motion, other participant organisations noted that they simply didn’t have the resources and time to put the training into practice.

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

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