



The City Bridge Trust Committee

Date: THURSDAY, 26 NOVEMBER 2015
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Jeremy Mayhew (Chairman) Deputy the Revd Stephen Haines
Alderman Alison Gowman Alderman Vincent Keaveny
(Deputy Chairman) Vivienne Littlechild
Deputy Billy Dove Edward Lord
Karina Dostalova Wendy Mead
Simon Duckworth Ian Seaton
Stuart Fraser The Rt Hon the Lord Mayor, The Lord
Marianne Fredericks Mountevans (Ex-Officio Member)
Deputy Stanley Ginsburg

Enquiries: Philippa Sewell
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Lunch will be served in Guildhall Club at 1PM
NB: Part of this meeting could be the subject of audio 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 23 September 2015.

For Decision
(Pages 1 - 10)
4. **OUTSTANDING ACTIONS**
Report of the Town Clerk.

For Information
(Pages 11 - 12)
5. **TERMS OF REFERENCE AND FREQUENCY OF MEETINGS OF THE CITY BRIDGE TRUST COMMITTEE**
Report of the Town Clerk.

For Decision
(Pages 13 - 16)
6. **PROPOSED REVENUE BUDGETS - 2016/17**
Joint report of the Chamberlain and Chief Grants Officer.

For Decision
(Pages 17 - 22)
7. **PROACTIVE GRANTS FOR STRATEGIC INITIATIVES**
Report of the Chief Grants Officer.

For Decision
(Pages 23 - 30)
8. **PROGRESS REPORT**
Report of the Chief Grants Officer.

For Information
(Pages 31 - 38)
9. **GRANTS AND STRATEGIC INITIATIVES RECOMMENDATIONS AND ASSESSMENTS**
To consider the Chief Grants Officer's reports on grant recommendations as follows:-

For Decision
(Pages 39 - 40)

 - a) Strategic Initiative: Barbican Centre Trust (Pages 41 - 50)
 - b) Strategic Initiative: Hampstead Heath (Pages 51 - 58)

- c) Strategic Initiative: Human Trafficking Foundation (Pages 59 - 62)
- d) Strategic Initiative - Praxis (to be considered in Non-Public session)
- e) Shpresa Programme (Pages 63 - 64)
- f) Froglife Trust (Pages 65 - 68)
- g) Derman (Pages 69 - 70)
- h) Waterloo Community Counselling (Pages 71 - 72)
- i) Blind in Business Charitable Trust (Pages 73 - 74)
- j) DeafPLUS (Pages 75 - 76)
- k) Face Front Inclusive Theatre Ltd (Pages 77 - 78)
- l) L'Arche London (Pages 79 - 80)
- m) Pursuing Independent Paths (Pages 81 - 82)
- n) Body and Soul (Pages 83 - 84)
- o) Latin American Disabled People's Project (Pages 85 - 86)
- p) Staying First (Pages 87 - 88)
- q) Pecan (Pages 89 - 90)
- r) Interlink Foundation (Pages 91 - 94)
- s) LandAid Charitable Trust (Pages 95 - 96)

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

- a) Applications Recommended for Rejection (Pages 97 - 102) **For Decision**
- b) Grants/expenditure considered under Delegated Authority (Pages 103 - 104) **For Information**
- c) Withdrawn or Lapsed Applications (Pages 105 - 106) **For Information**
- d) Variations to grants awarded (Pages 107 - 108) **For Information**
- e) Reports on Monitoring Visits (Pages 109 - 114) **For Information**
- f) Events Attended (Pages 115 - 122) **For Information**

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 23 September 2015.

For Decision
(Pages 123 - 124)
15. **STRATEGIC INITIATIVE - PRAXIS**
Report of the Chief Grants Officer.

For Decision
(Pages 125 - 130)
16. **PIPELINE OF PRO-ACTIVE STRATEGIC GRANTS**
Report of the Chief Grants Officer.

For Information
(Pages 131 - 134)
17. **20 GRANTS TO THE CITY BRIDGE TRUST'S FIRST 20 GRANTEES**
Report of the Chief Grants Officer.

For Decision
(Pages 135 - 136)
18. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
19. **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, 23 September 2015

Minutes of the meeting of The City Bridge Trust Committee held at Guildhall, EC2 on Wednesday, 23 September 2015 at 1.45 pm

Present

Members:

Jeremy Mayhew (Chairman)
Alderman Alison Gowman (Deputy Chairman)
Deputy Billy Dove
Karina Dostalova
Simon Duckworth
Stuart Fraser
Marianne Fredericks
Deputy the Revd Stephen Haines
Alderman Vincent Keaveny
Vivienne Littlechild
Edward Lord
Wendy Mead

Officers:

Simon Latham	Town Clerk's Department
Philippa Sewell	Town Clerk's Department
Steven Reynolds	Chamberlain's Department
Anne Pietsch	Comptroller and City Solicitor's Department
David Farnsworth	Chief Grants Officer
Jenny Field	The City Bridge Trust
Ciaran Rafferty	The City Bridge Trust
Sandra Davidson	The City Bridge Trust
Sandra Jones	The City Bridge Trust
Tim Wilson	The City Bridge Trust
Julia Mirkin	The City Bridge Trust
Rachel Tooze	Public Relations Office

In Attendance:

- Jacqueline Ede and Suzanne Lockett from Age Exchange
- Gary Jones, CEO of Age UK Camden
- Barbican
- Children's Discovery Centre
- Citizens Advice Bureau
- Switchback

1. APOLOGIES

Apologies were received from the Right Hon. the Lord Mayor Alderman Alan Yarrow, Deputy Stanley Ginsburg and Ian Seaton.

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

By virtue of their appointments on Open Spaces and City Gardens; Epping Forest & Commons Committee; Hampstead Heath, Highgate Wood and Queen's Park Committee; or West Ham Park Committee; Wendy Mead, Karina Dostalova and Edward Lord undertook to leave the room during the discussion and decision regarding item 8b.

By virtue of their appointment on the Barbican Centre Board, Wendy Mead, Vivienne Littlechild and Chairman Jeremy Mayhew undertook to leave the room during the discussion and decision regarding item 8d.

By virtue of her appointment on Museum of London Archaeology (MOLA), Deputy Chairman Alderman Alison Gowman declined to participate in the discussion or decision regarding item 7t.

Edward Lord declared a non-pecuniary interest in item 8k by virtue of receiving hospitality from the organisation.

The Principal Grants & Social Investment Officer declared a non-pecuniary interest in item 8c by virtue of being a trustee of the Association of Charitable Foundations (ACF).

3. **OLDER LONDONERS**

The Board received presentations from Gary Jones, CEO of Age UK Camden, and Jacqueline Ede, Dementia Services Co-Ordinator for Age Exchange, after which Members of the Committee had the opportunity to ask questions.

Mr Jones advised the Committee that Age UK branches had historically been run with Local Authorities, but were now funded from a variety of organisations including Clinical Commissioning Groups, the National Lottery, donations, Local Authorities and legacies. Age UK Camden ran a number of wide-ranging services which reflected the diverse range of issues faced by older Londoners (e.g. social isolation, dementia, technology skills, transport, alcohol and drug misuse, cost/quality efficiencies, pensioner poverty, employment issues, etc.). Mr Jones also advised that Age UK Camden was about to celebrate its 50th birthday with both a celebration and fundraiser, to raise awareness and resources for the work the charity undertakes.

Ms Ede built on Mr Jones' presentation, sharing anonymised stories from Age Exchange, highlighting the importance of the work done in linking people in caring networks in order for them to support each other.

In response to Members' queries regarding collaboration, Mr Jones advised that this was a balancing act between sharing similar services to reduce costs and ensuring local knowledge was retained. He reported that some Age UK branches had merged, while others shared back-office services and frontline specialisms. In response to a follow-up question, Mr Jones added that funders had a place in challenging organisations and encouraging collaboration, but the

branches themselves knew to what degree this could be practically implemented.

Members discussed the objectivity and appropriateness of the financial advice being offered by Age UK Camden, and agreed that ensuring people were financially literate and able to make monetary decisions was key, particularly from an independent and objective firm. Mr Jones advised this service was run by a regulated, well-reputed company, and no charge was made for the advice.

The Chairman thanked Mr Jones and Ms Ede for their presentations.

4. **MINUTES**

RESOLVED – That the public minutes and non-public summary of the meeting held on 9 July 2015 be agreed as an accurate record.

Stepping Stones

Members were pleased to note that, at an event that morning, UBS had announced a £300,000 contribution to the fund.

5. **CHARITIES (PROTECTION AND SOCIAL INVESTMENT) BILL**

The Board received a report of the Remembrancer regarding the Charities (Protection and Social Investment) Bill. Members noted that the Bill proposed greater powers for the Charity Commission to address misconduct by trustees, and gave charities new power to make social investments. Members also noted that the Bill did not apply to charities established by Royal Charter or by legislation, and Bridge House Estates monies were therefore exempt. In terms of the City Bridge Trust, the Chief Grants Officer advised the grant application process would be reviewed in light of these changes to ensure all appropriate information was being considered.

RESOLVED – That the report be noted.

6. **CBT OUTTURN REPORT 2014/2015**

The Committee received a joint report of the Chamberlain and the Chief Grants Officer comparing the revenue outturn in 2014/15 with the budget. Members noted that net expenditure was £20.936m as compared to the budget of £21.658m; an underspend of £0.722m.

RESOLVED – That the report be noted.

7. **PROGRESS REPORT AND GRANT APPLICATIONS STATISTICS**

The Committee received the regular progress report of the Chief Grants Officer and considered the allocation of the capital returned from the investment in the East London Bond and the options for supporting London's 2nd Air Ambulance.

RESOLVED – That:

- (a) the allocation of the capital returned from the investment in the East London Bond be divided equally between Community Links and the Bromley By Bow Centre;

- (b) a report outlining options for a grant to the London Air Ambulance be provided at the next meeting; and
- (c) the report and presentation of budget and statistical information be noted.

8. GRANTS AND STRATEGIC INITIATIVES RECOMMENDATIONS AND ASSESSMENTS

8a Young People's Foundations - a joint initiative with the John Lyon's Charity

Members discussed the report and agreed that it be explicit that there should be no guarantee at this stage for future grants.

APPROVED - a grant of £300,000 to the John Lyon's Charity to co-fund the salary and running costs of a Young People's Foundation in each of the boroughs of Brent, Harrow and Barnet, for one year.

8b Strategic Initiative: Hampstead Heath

Wendy Mead, Karina Dostalova and Edward Lord left the room for the consideration of this item.

The Committee discussed the application, but agreed further clarification was required regarding the basis upon which the City Bridge Trust can fund Corporation activity. Members noted that the projects described in the report were non-statutory, and any funding given by the Committee should not be relieving the Corporation of the cost of work that they were doing already, but should be funding new work. Members queried whether there was a clear enough framework for assessment and prioritisation of strategic grants, particularly when considering grant applications from City departments, and agreed to discuss this and the issue of substituting funding of previous non-statutory funding at their upcoming away-day.

AGREED – That the application be deferred until:

- (a) further information could be provided on the history of grants given by the City Bridge Trust to all Corporation projects in the past;
- (b) further information could be provided on the history of what the City Bridge Trust has given to the Open Spaces Department;
- (c) further information could be provided on why the income had gone up from 2013/14 and 2014/15; and
- (d) more clarity on the suggested 'tapering' of the grant.

8c Strategic Initiative: 'City Philanthropy - a wealth of opportunity'

The Committee received two reports of the Chief Grants Officer.

APPROVED - A grant of £204,000 over 1 year to continue your *City Philanthropy – a wealth of opportunity* initiative, hosted by the Association of Charitable Foundations (ACF).

8d Strategic Initiative: Barbican Centre Trust

Wendy Mead, Vivienne Littlechild and Chairman Jeremy Mayhew left the room for the consideration of this item. Deputy Chairman Alderman Alison Gowman took the Chair.

AGREED – That the application be deferred until:

- (a) further information could be provided on the history of grants given by the City Bridge Trust to all Corporation projects in the past; and
- (b) further information could be provided on the history of what the City Bridge Trust has given to the Barbican.

8e Forest Young Men's Christian Association of East London

APPROVED - £80,400 (£34,400; £22,400; £23,600) towards the cost of a full-time Farm Education Officer and project running costs.

8f Hackney City Farm

APPROVED - £117,300 over 3 years (£37,300, £40,000, £40,000) towards the costs of a full-time equivalent Volunteer Co-ordinator post (job share) and associated running costs.

8g Sustain - the alliance for better food and farming

APPROVED - £144,800 over three years (£49,980; £54,900; £39,920) for 2 days per week of the Project Officer's salary; 2 days per week of the Project Support Officer's salary (2 days per week); plus related costs of the 'London Grows' Project.

8h Africans Unite Against Child Abuse

APPROVED - £134,200 over three years (£39,800, £46,820, £47,580) for the costs of a part-time Mental Health Worker/Therapist (21 hours per week), project costs and overheads for work benefitting young Londoners.

8i Project for Advocacy Counselling & Education

APPROVED - £113,860 over 3 years (£35,530; £37,160; £41,170) towards a full-time Advocacy Worker and associated running costs for an advocacy service for LGBT Londoners with mental health problems.

8j Survivors UK

APPROVED - £180,000 over three years (3 x £60,000) towards the full-time salary of the Director of Clinical Services; therapeutic programme and other costs to support adult male survivors of sexual abuse. Beneficiaries of the grant must be Londoners.

8k **Brentford FC Community Sports Trust**

APPROVED - £96,250 over three years (£33,500; £32,250; £30,500) for a part-time coach (three days per week) and running costs for Brentford FC Community Sports Trust's deaf project.

8l **Bush Theatre**

APPROVED - £54,600 towards the cost of installing a lift as part of Phase 2 of the capital project.

8m **Children's Discovery Centre**

APPROVED - £100,000 for access and improvement works at Discover's Stratford site.

8n **Children's Trust**

APPROVED - £120,000 over two years (2 x £60,000) for the salary of a full-time Brain Injury Specialist and related running costs of a brain injury service in London.

8o **Royal Academy of Dance**

APPROVED - £146,900 over three years (£50,650; £45,000; £51,250) towards tutors' fees; RADiate delivery costs; and production costs for two films about the RADiate project - one for promotional and one for training purposes.

8p **Embrace CVOC**

APPROVED - £68,000 over three years (£22,650; £22,650; £22,700), towards the salary cost of a London Counselling Service lead (one day per week) and 500 counselling sessions per annum.

8q **Family Action**

APPROVED - £91,500 over three years (£29,500; £30,500; £31,500) towards the salary and associated running costs of a part-time (22.2 hours per week) London Domestic Abuse Service Development Co-ordinator.

8r **Carers of Barking and Dagenham**

APPROVED - £105,700 over three years (£34,600; £35,200; £35,900) for the salary of a full-time Carer and Family Advice Information & Advocacy Worker and associated running costs.

8s **Hoxton Health**

APPROVED - £110,000 over three years (£34,000; £38,000; £38,000) towards the salary of a part-time Volunteer Co-ordinator (11 hours per week); part-time Manager (7 hours per week); and related project costs.

8t **MOLA**

APPROVED - £87,400 over three years (£28,560; £29,130; £29,710) towards the salary and associated running costs of a Community Archaeologist to run a programme of activities targeting Londoners aged over 75 years.

8u **William Wilberforce Trust**

AGREED – That the application be deferred until further information could be provided regarding the finances of the charity and its need for funding.

8v **Trailblazers Mentoring Ltd**

APPROVED - £99,000 over three years (£32,000; £33,000; £34,000) for the costs of Trailblazers' work around HMPs Wandsworth and ISIS, as well as with Londoners released by HMPs Aylesbury and Rochester. The funding includes the costs of 0.5 full-time equivalent of the charity's Operations Manager, who will oversee the work.

8w **women@thewell**

APPROVED - £105,000 over 3 years (£34,600; £34,800; £35,600) towards four days/week salary costs of a Senior Support Worker and running costs of a life skills programme for women who have offended or are at risk of offending or re-offending.

8x **Voice4Change England**

APPROVED - £122,240 over two years (2 x £61,120) towards a part-time (21 hours per week) Development Director plus associated running costs of a project to support the BME voluntary sector in London to develop policies and good practice around volunteering and asset management.

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

9a **Grants Recommended for Rejection**

The Committee considered a report of the Chief Grants Officer which recommended that twenty four grant applications be rejected for the reasons identified in the schedule attached to the report. Members noted that Thames Festival Trust had subsequently withdrawn.

RESOLVED – That twenty three grant applications detailed in the schedule attached to the report be rejected.

9b **Withdrawn and Lapsed Applications**

The Committee received a report of the Chief Grants Officer, which provided details of five applications which had been withdrawn or had lapsed.

RESOLVED – That the report be noted.

9c **Grants/expenditure considered under Delegated Authority**

The Committee received a report of the Chief Grants Officer which advised Members of twenty three applications, totalling £437, 825, which had been presented for approval under delegated authority to the Chief Grants Officer in consultation with the Chairman and Deputy Chairman.

RESOLVED – That the report be noted.

9d **Variations to grants awarded**

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

RESOLVED – That the report be noted.

9e **Report on Monitoring Visit**

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

RESOLVED – That the report be received.

9f **Events Attended**

The Committee noted a report of the Chief Grants Officer regarding the key meetings and events attended by Members and officers since the last meeting.

RESOLVED – That the report be noted.

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

There were no questions.

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

There was no other business.

12. **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.	Exempt Paragraphs
13, 15	3
14	-

13. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 9 July 2015 be approved as a correct record.

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

There were no questions.

At this point, the time limit for Committee meetings, as set out in Standing Order 40, had been reached, but there being a two-thirds majority of the Committee present who voted in favour of an extension, the Committee agreed to continue the meeting.

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

There was one item of other business.

The meeting ended at 3.55 pm

Chairman

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philippa.sewell@cityoflondon.gov.uk**

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The City Bridge Trust Committee – Outstanding Actions

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
1.	23 Sep 2015	<p>London Air Ambulance A report outlining options for a grant to the London Air Ambulance be provided at the next meeting</p>	Chief Grants Officer	26 Nov 2015	Item on agenda.
2.	23 Sep 2015	<p>Non-Public In response to Members' queries, officers undertook to follow-up a Member's query regarding Dragon awards.</p>	Chief Grants Officer	26 Nov 2105	To be reported verbally

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Committee	Date:
The City Bridge Trust Committee	26 November 2015
Subject: Terms of Reference and Frequency of Meetings of the City Bridge Trust Committee	Public
Report of: Town Clerk	For Decision

Main Report

As part of the post-implementation review of the changes made to the governance arrangements in 2011 it was agreed that all Committees/Boards should review their terms of reference annually. This will enable any proposed changes to be considered in time for the reappointment of Committees by the Court of Common Council.

The terms of reference of the City Bridge Trust Committee are attached as an appendix to this report for your consideration.

The Committee is currently scheduled to meet six times each year along with a strategic away half-day.

Recommendation(s)

That, subject to any comments, the terms of reference of the Committee be approved for submission to the Court as set out in the appendix.

The Committee are also asked to consider the frequency of their meetings going forward.

Appendices

- Appendix 1 – Terms of Reference of the City Bridge Trust Committee

Philippa Sewell

Committee and Members' Services Officer
Town Clerk's Department

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THE CITY BRIDGE TRUST COMMITTEE

1. Constitution

A Non-Ward Committee consisting of,

- two Aldermen nominated by the Court of Aldermen
- 12 Commoners elected by the Court of Common Council, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
- the Right Honourable the Lord Mayor (ex-officio)

2. Quorum

The quorum consists of any five Members.

3. Membership 2015/16

ALDERMEN

- 4 Alison Jane Gowman
- 1 Vincent Keaveny

COMMONERS

- 3 (3) Stanley Ginsburg J.P., Deputy, *for three years*
- 12 (4) William Harry Dove, O.B.E., J.P. , Deputy
- 4 (4) Ian Christopher Norman Seaton
- 3 (3) Stuart John Fraser, C.B.E.
- 5 (3) Vivienne Littlechild J.P.
- 5 (3) Charles Edward Lord, O.B.E., J.P.
- 3 (2) Simon D'Olier Duckworth, O.B.E., D.L
- 3 (2) The Revd. Stephen Decatur Haines, M.A., Deputy, *for three years*
- 7 (2) Wendy Mead, O.B.E.
- 1 (1) Karina Helen Dostalova
- 3 (1) Marianne Bernadette Fredericks
- 5 (1) Jeremy Paul Mayhew, M.A., M. B. A.

together with the ex-officio Member referred to in paragraph 1 above.

4. Terms of Reference

- (a) To determine all applications for grants pursuant to the Cy Pres Scheme for the administration of the Charity known as the Bridge House Estates, made by the Charity Commissioners on 9 February 1995 and brought into effect by the Charities (The Bridge House Estates) Order 1995, as respects the following purposes:-
 - (i) in or towards the provision of transport and access to it for elderly or disabled people in the Greater London area; and,
 - (ii) 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.
- (b) Subject to the terms of the Cy Pres Scheme and criteria as to the eligibility and treatment of applications specified from time to time by the Court of Common Council:-

- (i) to review the criteria referred to above and to make recommendations to the Court of Common Council for changes thereto;
 - (ii) to determine conditions and other requirements to be imposed in connection with grants that are approved;
 - (iii) in considering the application of surplus income in accordance with clause 2 of the said Scheme, the Trustee¹ shall consult with such person, bodies corporate, local authorities, government departments and agencies, charities, voluntary organisations and other bodies as the Trustee may think appropriate from time to time; and,
 - (iv) to review, as necessary, the amounts, nature and spread of grants approved or refused, and the operation of administrative arrangements for the Scheme.
- c) To be involved in the process for the appointment of the Chief Grants Officer, as appropriate.

¹ The City of London Corporation, acting through the Court of Common Council, is the sole Trustee of Bridge House Estates ('the Trustee').

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Agenda Item 6

Committee:	Date:
The City Bridge Trust Committee	26 November 2015
Subject:	Public
Proposed Revenue Budgets – 2016/17	
Report of:	For Decision
The Chamberlain Chief Grants Officer	

Summary

This report provides the annual submission of the revenue budgets overseen by your Committee. In particular it seeks approval to the proposed budget for 2016/17, for subsequent submission to the Finance Committee. The budgets have been prepared within the resources allocated and are summarised in the table below.

Table 1 Summary Revenue Budget for the City Bridge Trust Committee	Latest Budget 2015/16 £000	Original Budget 2016/17 £000	Movement £000
Expenditure	20,920	21,374	454
Income	(104)	(107)	(3)
Support Services and Capital Charges	132	139	7
Total Net Expenditure	20,948	21,406	458

Overall, the budgeted net expenditure for 2016/17 is estimated to be £21.406m, an increase of £458,000 compared with the budget for 2015/16. The main reasons for this net increase are:

- an additional allocation of £1.0m from the surplus income of Bridge House Estates to the City Bridge Trust grants budget (£3.0m allocated to 2015/16, £4.0m allocated to 2016/17 and £5.0m allocated to 2017/18);
- an additional allocation of £215,000 from the surplus income of Bridge House Estates towards officer time relating to management and administration of the increased grants budget and a dedicated City Bridge Trust accountant.
- a decrease in the Supplies and Services budget of £146,000, which is largely due to 'one-off' budget adjustments in 2015/16 for the management costs of the Social Investment fund (comprising the investment analyst, administrative support and operational costs) and budgets carried forward from 2014/15; and
- 2015/16 included a one-off increase for the underspend of £618,000 carried forward from 2014/15.

City Bridge Trust's vision is for a fairer London. Its overarching aim is to maximise its use of all the resources at its disposal, including opportunities offered by the City of London Corporation, for the benefit of disadvantaged Londoners. During the

forthcoming year priorities include promoting and implementing the Trust's Investing in Londoners programmes; marking the Trust's 20th anniversary as a grant-maker with a programme of strategic grants, learning events, and an enhanced 'funder plus' offer; the continued development of 'City Philanthropy: A Wealth of Opportunity strategy'; and the continued development of the City Corporation's Social Investment strategy.

Recommendations

The Committee is requested to:

- review the provisional 2016/17 revenue budget to ensure that it reflects the Committee's objectives and, if so, approve the budget for submission to Finance Committee; and
- authorise the Chamberlain to revise these budgets to allow for any necessary realignment of funds resulting from corporate projects.

Main Report

Introduction

1. A cy près scheme agreed by the Charity Commission in 1995 enables Bridge House Estates to distribute the Estate's surplus income for charitable purposes across Greater London. The amount available for grants from the surplus income is determined each year by the Policy and Resources Committee.
2. This report sets out City Bridge Trust's business planning priorities and the proposed revenue budget for 2016/17 for approval and submission to the Finance Committee.

Business Planning Priorities

3. The City Bridge Trust's priorities include:
 - The promotion and implementation of the Trust's Investing in Londoners programmes, ensuring that the annual grants budget is allocated in full and that the City Bridge Trust Committee receives timely, accurate and high quality reports.
 - Using its 20th anniversary as a grant-maker as a pivotal moment for reviewing and learning from its work; awarding some grants of strategic significance to London; launching a 'funder plus' offer, and raising the profile of the Trust's work and that of its grantees.
 - The continued development of the City of London Corporation's strategy on philanthropy through 'City Philanthropy – A Wealth of Opportunity' initiative, which aims to encourage City professionals to engage with philanthropy earlier in their careers.
 - The continued development and implementation of the City Corporation's Social Investment Strategy, with particular focus on its £20m available for investing in activities that generate a social as well as a financial return. As at September 2015, the Fund has committed over £7.9m of which £6.6m (84%) has been drawn down by the investees.

Proposed Revenue Budget for 2016/17

4. The proposed Revenue Budget for 2016/17 is analysed between:
- Local Risk budgets – these are the budgets deemed to be largely within the Chief Officer’s control.
 - Central Risk budgets – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outturn can be strongly influenced by external factors outside of his/her control or are budgets of a corporate nature (e.g. interest on balances, rent incomes from investment properties and in the case of City Bridge Trust, the grants budget).
 - Support Services and Capital Charges – these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk.
5. The provisional 2016/17 budgets have been prepared in accordance with guidelines agreed by the Policy & Resources and Finance Committees, which include:
- an allowance of 1.5% towards any potential pay and price rises; and
 - an additional sum for employer’s national insurance contributions which have been increased due to employers no longer receiving a rebate from April 2016 on ‘contracted out’ workplace pension schemes.
6. The budgets are set out in Table 2. Income and favourable variances are presented in brackets. Only significant variances (generally those greater than £100,000) have been commented on in the following paragraphs.

Analysis of Service Expenditure	Local or Central Risk	Actual 2014-15 £'000	Latest Budget 2015-16 £'000	Original Budget 2016-17 £'000	Movement 2015-16 to 2016-17 £'000	Para- graph Ref
EXPENDITURE						
Employees	L	734	926	1,144	218	7(i)
Transport Related Expenses	L	2	4	4	0	
Supplies & Services (note i)	L	264	372	226	(146)	7(ii)
Grants	C	19,870	19,618	20,000	382	7(iii)
Total Expenditure		20,870	20,920	21,374	454	
INCOME						
Wembley National Stadium Trust		(42)	(104)	(107)	(3)	

TOTAL NET EXPENDITURE BEFORE SUPPORT SERVICES AND CAPITAL CHARGES	20,828	20,816	21,267	451
Support Services & Capital Charges	108	132	139	7
TOTAL NET EXPENDITURE	20,936	20,948	21,406	458

Notes

- (i) Supplies and Services – Equipment, furniture, materials, uniforms, printing, stationery and professional fees.

7. Overall there is an increase of £458,000 between the latest 2015/16 budget and the 2016/17 proposed budget. The budget movements are a result of:
- i) The Employees budget has increased by £218,000 from £962,000 to £1.144m. This is mainly due to an additional allocation of £50,000 in 2015/16, followed by an additional allocation of £215,000 in 2016/17, to provide a total increase of £265,000 from the surpluses of Bridge House Estates to fund officer time relating to the management and administration of the increased grants budget and a dedicated City Bridge Trust accountant;
 - ii) The Supplies and Services budget has decreased by £146,000, from £372,000 to £226,000. This is largely due to ‘one-off’ budget adjustments in 2015/16 for the management costs of the Social Investment fund (comprising the investment analyst, administrative support and operational costs) and budgets carried forward from 2014/15;
 - iii) The Grants budget has increased by £382,000, from £19.618m to £20.000m, as set out in the following table.

Table 3 Grants Budget Analysis	Latest Budget 2015-16 £000	Original Budget 2016-17 £000
Standard grants programme	15,000	15,000
Strategic grant towards the Princes Trust to continue for a period of 10 years.	1,000	1,000
Additional allocation from the surplus income of Bridge House Estates (£3.0m allocated to 2015/16, £4.0m allocated to 2016/17 and £5.0m allocated to 2017/18) to result in an average grants budget of £20.0m per year through to 2018.	3,000	4,000
Carry forward from 2014/15	618	
TOTAL GRANTS BUDGET	19,618	20,000

8. Analysis of the movement in manpower and related staff costs is shown in Table 4 below.

Table 4 Manpower Statement	Latest Budget 2015/16		Original Budget 2016/17	
	Manpower Full-time equivalent	Estimated cost £000	Manpower Full-time equivalent	Estimated cost £000
Administrative Staff – City Bridge Trust (note i)	14.8	829	17.7	1,044
Administrative Staff – Wembley National Stadium Trust (note ii)	1.3	81	1.3	84
Training and Recruitment Advertising		16		16
TOTAL EMPLOYEE COSTS	16.1	926	19.0	1,144

Notes

- i) The increase in manpower of 2.9 FTE is the net effect of part-year vacancies in 2015-16, the additional posts relating to the management and administration of the increased grants budget, and a dedicated City Bridge Trust accountant.
- ii) Funding is provided by the Wembley National Stadium Trust through its contract payment to City Bridge Trust (see Income in Table 2).

Potential Further Budget Developments

9. The provisional nature of the revenue budgets particularly recognises that further revisions may arise from the necessary realignment of funds resulting from corporate projects including;

- ongoing corporate efficiency projects; and
- central and departmental support service apportionments.

Revenue Budget 2015/16

10. The forecast outturn for the current year 2015/16 is in line with the latest approved budget of £20.948m.

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Committee	Date:
City Bridge Trust	26 th November 2015
Subject: Proactive Grants for Strategic Initiatives	Public
Report of: Chief Grants Officer	For Decision

Summary

This paper is written following the City Bridge Trust Committee's strategic away half-day held on 30th October 2015, during which the need to set more transparent criteria and a more structured process for the Trust's pro-active grants and strategic initiatives was discussed.

In summary, City Bridge Trust (the Trust) has a robust process to decide on its funding framework and to assess applications received against this framework ('reactive grant-making'). A strong combination of evidence, analysis, judgement, monitoring, and transparency is achieved. There are improvements that can be made and these will be implemented, but the process does and should inspire confidence. This grant-making accounts for between 80% and 90% of the Trust's total grant-making.

The Trust's remaining grant-making is 'pro-active' in nature: that is, the Trust's Committee deciding on the basis of officer generated proposals which are anchored in the Trust's overall vision and mission, (a.k.a. 'Strategic Initiatives'). Whilst arguably many effective grants have been made through this mechanism, the criteria and selection of such grants is less transparent and is process-light and judgment-heavy. Ideas for strategic initiatives arise from suggestions raised with or generated by the CBT management team through funder networks or analysis of needs within the community voluntary sector. These may be informed by your reactive grant-making, but this is not systematic. Whilst this is not necessarily a bad thing, given the increased visibility of the Trust as London's largest grant-maker, independent of Central Government, and in the context of London local authority cuts and reductions to their grant-making, it is recommended that the Trust's proactive grant-making could be improved by:

- More transparent criteria
- A more structured process
- An enhanced link between the reactive and pro-active grant-making
- Making more of the expertise and knowledge of grants officers beyond the management team
- The adoption of a prioritisation checklist to assist both Members and officers in assessing and prioritising pro-active grant proposals.

These points have been under consideration for some time, but at the last meeting of the Trust's Committee, discussions about proactive grant-making to organisations close to the City of London Corporation highlighted the need for this work to be

progressed. It was therefore decided that this area of work should form a core element of the Trust's Committee annual away half-day.

Recommendations

Members are asked to:

- I. Agree that up to 20% of your total annual grants budget is committed through proactive grant-making;
- II. Ring fence up to one-quarter of this 20% (i.e. 5% of your annual pro-active grants budget) for the consideration of grant proposals that fall outside of your grants criteria, but which are either informed by the broader evidence of need, elicited at the previous consultation took place;
- III. Agree the improvements, filters and prioritisation guidance for proactive grants as set out in paragraphs 19 – 27.

Main Report

Background

1. Since its inception in 1995, City Bridge Trust has been subject to a clear governance framework and the surplus that has been made available for grant-making for the benefit of Greater London subject to an agreed funding policy.
2. Bridge House Estates is a charity with an asset base of c. £1B that has been built up over 800 years. The primary purpose of this charity is the maintenance and support of five bridges: Tower; London; Blackfriars; and Southwark bridges, and the Millennium footbridge. The City of London Corporation is the sole trustee of this charity.
3. In 1995, the decision was taken that the revenue being achieved on the charitable assets was over and above the needs of the bridges and a reserve was accruing beyond likely reasonable requirements. In line with Charity Commission guidance on reserves, the decision was taken, and agreed with the Charity Commission, that the surplus could be used for the charitable benefit of the inhabitants of Greater London.
4. City Bridge Trust has an established five-year cyclical pattern of determining the funding policy (quinquennial reviews): this involves reflections on the previous five years and what has worked well, and what less well; thoroughly researching the needs of London; using this evidence to decide what it will fund over the next five year period (with the Court agreeing this funding framework on recommendation for the CBT Committee); publishing this funding framework with guidance; and the Committee making funding decisions based on the officers' recommendations.
5. Up until 2002 – 2003, this method of grant-making accounted for 100% of the Trust's grants. For the purposes of this paper, this type of grant-making will

be referred to as 'reactive' grant-making: grant decisions being made reacting to applications made against published criteria.

6. In January 2003, as part of the 2002-2003 quinquennial review, the Trust's Committee agreed that up to 5% of the grants budget could be used for 'strategic initiatives'. For several years, the Trust made pro-active grants within these parameters. In October 2012, the CBT Committee agreed that a further £500k, over and above the 5%, could be used on strategic initiatives. The rationale was that the need for more resource was a reflection of the unprecedented and changing need in the charitable operating environment, for example, your work in developing the social investment market is funded through strategic initiatives. During 2013/2014, it was agreed to increase the allocated sum of £900k (5% of £17.98M) by up to £2.5M, as a result of initiatives known to be in the pipeline.
7. This pro-active grant-making can be divided into two broad categories:
 - (i) grants which support organisations whose work is deigned to achieve a fairer London. Such grants being outside of your mainstream grants programmes, but which are supported by evidence of need, as elicited in the previous quinquennial review, or need that could not reasonably have been anticipated at the time of that quinquennial review. Examples of these include: the piloting of the Spice time-banking model of volunteering and the Fear and Fashion initiative to tackle knife crime amongst young Londoners.
 - (ii) monies agreed to support expenditure of the Trust aimed at amplifying the impact of its grant-making: for example, commissioning Media Trust to produce videos of grantees' work and supporting conferences/learning events. This category of expenditure has been categorised as grants but, in some ways, is more akin to commissions.

Current Practice

Reactive grant-making

8. Between 80% and 90% of the total grants budget is currently spent through reactive grant-making through organisations making applications online to your 'Investing in Londoners' grants programme. These recommendations are the culmination of:
 - a thorough assessment which takes into account governance and financial due diligence;
 - funding history;
 - available evaluation and learning from previous work;
 - a face to face visit by a Grants Officer of the Trust to the organisation (except in the case of applications under £5k when a telephone assessment may be used instead);
 - and the officer's judgment based on her/his evaluation of the findings and their experience of grant-making and the community and voluntary sector.
9. The process is robust and is further strengthened by a monitoring and evaluation framework, using a combination of regular reporting by the

grantees against outcomes and a programme of monitoring visits (including some unannounced visits).

10. Of course, there is room for further improvement, for example the proportionality of the due diligence, how we aggregate the monitoring data to discern trends that can then be used to inform our future grant-making, and how we evaluate the relative merits of similar applications.
11. Overall, the Committee should feel a high degree of confidence in the process that is operating and officers are implementing measures to make further improvements: for example, the introduction of officer themed leads in some areas of the grants programme.

Pro-active grant-making

12. The remainder of your grant-making is pro-active in nature: that is the Trust's Committee deciding on the basis of officer-generated proposals, i.e. not assessments of applications received against the published grants programme, but proposals that complement, add value to, and underpin your reactive grant-making: This is all anchored in the Trust's overall vision of a fairer London and its work to tackle disadvantage in London.
13. Whilst you have arguably funded some excellent work through this proactive funding, helping to position you as a strategic and thoughtful grant maker, the method of selection has been process-light and judgment-heavy. Whilst this is not necessarily a criticism in that your officers are employed to undertake analysis and exercise judgments, it is suggested that there is not sufficient guidance and transparency around the criteria and prioritisation of such grant-making.
14. This was highlighted at the Trust's last Committee meeting in the discussions about possible grants to organisations close to the Corporation.

'Members queried whether there was a clear enough framework for assessment and prioritisation of strategic grants, particularly when considering grant applications from City departments, and agreed to discuss this and the issue of substituting funding of previous non-statutory funding at their upcoming away-day'

15. Ideas for strategic initiatives arise from suggestions raised with or generated by the management team through funder networks or analysis of needs within the community voluntary sector. These may be informed by your reactive grant-making, but this is not systematic. When strategic initiatives are considered, the views of the Trust's Grants Officers are generally sought. Until very recently, however, this was not done in a systematic way. Current practice now involves strategic initiatives being a standing item on the agenda of the monthly Grants Officer meetings. All strategic initiatives under consideration are now raised and discussed between all Grants Officers present at these meetings. As yet, there is still no guidance being used to assess the relative value/impact of proactive grants under consideration. It is still solely the management team who are taking forward the pro-active grant-making. The expertise and knowledge of all Grants Officers is not being fully utilised in this regard.

16. Increasingly, suggestions are being made to the management team for pro-active grant-making: these range from the London Air Ambulance to Co-exist House; to the Lifeboats; and initiatives to support the employment and training of young people. Whilst all such suggestions and ideas are given careful consideration against the Trust's core vision and mission (and within the funding policy), no mechanism exists for systematically evaluating one against the other or recording/reporting the ideas that are rejected.

Drivers for Change

17. Whilst the status quo is not a bad place to be - a robust reactive grant-making process and pro-active grant-making informed by the judgement of an experienced management team – there is room for improvement.
18. The drivers to effect this change are:
- The Trust's wish to be continually reviewing and improving how it allocates its resources to achieve a fairer London
 - In the context of significant cuts to London Local Authorities' budgets, an anticipated greater need for the Trust's funding to support London's civic society to achieve a fairer London
 - The need to ensure that organisations associated with the Corporation are treated fairly in relation to those that are not associated
 - The Trust's heightened visibility as London's largest grant-maker, independent of central government, at a time when grant-making by London Boroughs is retrenching
 - The Trust's position in relation to the City of London Corporation as an exemplar of good practice and a wish to ensure all its grant-making decisions combine the right balance of analysis and judgment, and that they are in line with the Trust's values of independence, inclusion, and integrity.

Recommended Areas for Improvement in Relation to Pro-active Grant-making (a.k.a. Strategic Initiatives)

19. It is suggested that improvements are made in relation to the Trust's pro-active grant-making in 4 key areas:
- (i) More transparent criteria:
- The starting point for strategic initiatives should be that they fall within one of your Investing in Londoners programmes: that they are informed by your reactive grant-making and that they have the potential to achieve impact beyond an individual reactive grant
 - You formally adopt the policy that no more than 20% of your total annual grants budget is committed through pro-active grant-making (on current figures, this would equate to c.£4M)
 - Of the 20% referred to above, up to one quarter of that sum (i.e. 5% of your annual pro-active grants budget) is ring fenced for the consideration of grant proposals that fall outside of your grants criteria, but which are either informed by the broader evidence of need, elicited at the previous quinquennial review, or through evidence of need

brought about by circumstances not present when the previous consultation took place. (On current figures, 25% would be c.£1M).

- (ii) A more structured process:
- The Chief Grants Officer maintains overall operational responsibility for the Trust's grant-making but the Deputy Chief Grants Officer becomes the nominated senior lead for all pro-active grant proposals (she will be consulted on and review all strategic grant proposals prior to submission to the Committee).
 - Any member of the grants' team can propose a subject/theme for a strategic initiative. A suggestion may also come from the Members.
 - In either case it will be presented initially to the monthly Grants Officers meeting, with a summary of why/why not a proactive grant for the initiative should be made (its importance and relevance to Trust work) and why it cannot be funded through a reactive grant.
 - Following the designation of thematic/geographic leads to Grants Officers, if there is a correlation between a pro-active grant proposal and a grants officer's lead area then the relevant grants officer must be consulted prior to any decision to reject/progress.
 - If there is agreement amongst the team that there is potential in the suggestion, further research will be undertaken by a designated grants' officer to produce a more detailed proposal.
 - The prioritisation checklist will be used to inform the decision about the appropriateness of any proposed strategic initiative.
 - If there are a number of proposals for strategic initiatives, the prioritisation check-list will be used to score proposals. The available budget will also form part of the consideration.
 - A record is maintained of strategic grants considered by the Grants Officer meetings categorised as rejected (including headline reasons) or progressed.
 - This record is reported to Committee in its papers and, where appropriate, an early steer from the Committee be sought in relation to its appetite to progress the pro-active grant proposition(s) under consideration.
 - Recommendations for grant approvals and rejections will be made by the Trust Officer to the CBT Committee for decision.
- (iii) An enhanced link between the reactive and pro-active grant-making:
- The Committee should endorse the operational decision to have Grants Officer thematic leads.
 - The resourcing of more operational capacity is considered in the monitoring and evaluation team (for example, a Head of Impact). This would enable more capacity to analyse the monitoring and evaluation data achieved through the Trust's grants portfolio and the social investments to inform future grant-making.
- (iii) Making more of the expertise and knowledge of Grants Officers beyond the senior team:
- Following the implementation of the thematic/geographic leads, it is recommended that all Grants Officers be encouraged to consider pro-active grant-making, informed by their reactive portfolios, to increase potential impact across London

- The recently embraced practice of Strategic Initiatives as a standing item at Grants Officer monthly meetings to be supported and encouraged.
- (iv) It is recommended that the following guidance is adopted to assist in assessing and prioritising pro-active grant proposals:

Filters:

20. Will the pro-active grant:
- further the Trust's Vision and Mission: working for a fairer London and tackling disadvantage?
 - support work within one of the existing Investing in Londoners programmes, or meet a clear need that has arisen since the parameters of the Investing in Londoners programmes were agreed?
 - have the potential for impact beyond that of an individual reactive grant or number of individual reactive grants?
 - be affordable within the agreed annual budget (from the Trust alone or in combination with other funders) and, looking forward, leave sufficient budget to meet anticipated pro-active grants for the remainder of the financial year?
 - be made to an organisation(s) that conforms to the Trust's eligibility criteria and has the capacity and expertise to deliver the work?

Prioritisation Guidance:

21. **Evidence**
- Is there external and/or internal research and information that supports the need for the proposed grant?
 - Is there external and/or internal research and information that indicates the approach proposed in the grant will be successful?
 - Is there evidence that indicates the work will be hard to fund from other sources?
22. **Impact**
- Will the grant tackle a root cause(s), or positively influence policy or practice?
 - Will the work/approach funded be replicable?
 - Does the grant provide an opportunity to strengthen Civic Society in London?
 - Is the work sustainable beyond the period of the grant?
 - Can the impact of the work be measured through evaluation?
23. **Leverage**
- Will the grant particularly benefit from the Trust's and the Corporation's distinctive networks and connections? Is there an opportunity to add value in this regard?
 - Will the grant be able to build on the Trust's, and its existing grantees'/investees', knowledge and expertise?
 - Will the grant have the potential to leverage any other funding from other sources?
 - Will the grant disincentivise other statutory or non-statutory funding (noting that where either type of funding ceases, it is acceptable for a grant from the Trust to step in)?

24. **Spread**
- **Geographic**
Will the grant support work in a geographic or thematic area(s) where there is high need but relatively low Trust spend?
 - **Thematic**
Will the grant support work in a thematic area(s) of the Investing in Londoners Programme where there is high need but relatively low Trust spend?
 - **Portfolio**
Within the Trust's Strategic Initiative portfolio, is the grant duplicating or complementing anything already funded?
25. **Approach**
- Will the grant enable better collaboration between relevant organisations?
 - Is the proposed work across more than one LA or is London-wide?
 - Does the proposed work explicitly link the private, statutory and voluntary sectors?
26. In terms of the use of this checklist, it is proposed that any final list be used:
- In the first instance by Grants Officers when considering pro-active grant-making;
 - As a framework for the discussion in the Grants Officer meetings and the write-ups to Committee
 - As a framework for committee discussions of pro-active grant-making.
 - ***A list of proactive grants currently in the pipeline has been included in your non-public papers.***
27. When there are several pro-active grants under consideration, it is proposed that a scoring system be adopted against each item on the list. Whilst this should provide more structure to the consideration and prioritisation of pro-active grants, the importance of informed judgment by officers and ultimately Members should never be under-played.

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Chief Grants Officer

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Committee	Date:
City Bridge Trust	26 th November 2015
Subject: Progress Report	Public
Report of: Chief Grants Officer	For Information

Summary

This is a regular report by the Chief Grants Officer.

Recommendation: That this report be noted.

Main Report

Introduction

1. You will recall that you have agreed that each of the City Bridge Trust (CBT) Committee Meetings will begin with a presentation on a particular aspect of the work you support. This is your fifth such meeting, today's chosen theme being London's Environment.
2. London has some of the finest green spaces in any major city, nevertheless many areas suffer from an under-provision of open space and poor air quality. Over the last decade, the area of garden vegetation has declined from 25,000 to 22,000 hectares due to the building of patios and driveways, whilst more than half of all London households live in flats with no access to a garden.
3. Environmental education plays a vital role in introducing many Londoners to the benefits and value of conserving and improving the 'green' environment.
4. Since 1995, you have approved 554 grants totalling just under £33 million for work to improve London's natural environment, including environmental education, work to support London's biodiversity and projects that encourage waste reduction. You also encourage organisations to reduce their carbon footprint through your Eco-Audits programme which provides organisations with an individually tailored action plan to help them review their energy usage, waste, travel patterns and purchasing procedures. A follow-up visit is made a year later.

5. You also awarded grants totalling £2 million on your Growing Localities grants programme, launched in 2012, to mark the occasion of Her Majesty The Queen's Diamond Jubilee.
6. Debbie Leach is Chief Executive of Thames 21. You may recall that in April 2014, you approved a grant of £340,000 over three years, as a strategic initiative, towards a programme to increase and sustain London volunteers' involvement in protecting the capital's waterways. Debbie will speak briefly about the work you are funding and how environmental education can be increased by engaging people as volunteers.

Staffing

7. We are pleased to welcome Becky Green to the team as a Grants Assistant. Becky replaces Michael Shona and joins us from London Funders where she worked as Network and Projects Co-ordinator.
8. We have also recruited two new Grants Officers, following the agreement of this Committee and Policy and Resources Committee to increase the Trust's local risk budget by £265,000 per annum for the next three years in order to fund the management and administration of the increased grants budget. Assuming all HR checks are approved, both will start on 4th January 2016.

20th Anniversary

9. As reported at your last meeting, due diligence has been completed on the first 20 organisations to have ever been funded by the Trust (with an annual turnover of less than £1 million) and grants of £20,000 per organisation are due to be approved by the authority delegated to the Chief Grants Officer, in consultation with your Chairman and Deputy Chairman. A list of the organisations concerned is included in your non-public papers for today's meeting.

Communications

10. Since your last meeting, some good coverage of the Trust's work has been achieved, including two articles in the Financial Times and a piece in the Guardian, as set out in the table below.

Media update for November 2015 City Bridge Trust Committee meeting

Charity	Publication	Circulation	Links	Reach
City Bridge Trust	Financial Times	206, 813	http://www.ft.com/cms/s/0/a021d81a-7f0d-11e5-a1fe-567b37f80b64.html#axzz3qipnrnP5 City Philanthropy report into how much Londoners donate to charity. David Farnsworth is quoted.	National (print and online)
City Bridge Trust	Guardian.com	140m unique browsers per month	http://www.theguardian.com/society-professionals/2015/nov/04/impact-funders-charities-foundations-measurement Jenny Field is interviewed in an article about what funders look for when awarding grants to charities.	National (online)
Forest YMCA	Waltham Forest Guardian	5,000	W:\File Transfer\Morning Media Briefing\161015 Grants announcement.	London wide
City Bridge Trust	Financial Times	206, 813	Article on London's Giving http://www.ft.com/cms/s/0/8b9ad9aa-73fa-11e5-bdb1-e6e4767162cc.html	National (print and online)
City Bridge Trust	Non-Profit Times		http://www.thenonproftimes.com/news-articles/a-centuries-old-tax-has-kept-londons-bridges-charities-standing/ A feature on the history of City Bridge Trust	Online/international
Barking and Dagenham Carers	Barking and Dagenham Advertiser	8,400	W:\File Transfer\Morning Media Briefing\231015 Grants announcement	London Borough of Barking and Dagenham
Barking and Dagenham Carers	Barking and Dagenham Post	30,000	http://www.barkinganddagenhampost.co.uk/news/barking_and_dagenham_carers_receive_cash_boost_1_4271614 Grants announcement	London Borough of Barking and Dagenham
Children's Discovery Centre	Newham Recorder	8,187	http://www.newhamrecorder.co.uk/news/stratford_charity_receives_100_000_grant_1_4268607 Grants announcement	London Borough of Newham
Hackney City Farm	Hackney Gazette	10,608	W:\File Transfer\Morning Media Briefing\061115 Grants announcement	London Borough of Hackney
City Bridge Trust	Third Sector Magazine		Article on the launch of the Stepping Stones funding round, with top tips from Tim Wilson. http://www.thirdsector.co.uk/tim-wilsons-tips-social-investment/finance/article/1364589	National

Social Investment Fund

11. Members will be aware that the City of London Corporation has designated £20m from Bridge House Estates for investment activities that generate a positive social and financial return. This designation, known as the City of London Corporation Social Investment Fund, is managed by the City Bridge Trust and overseen by the Social Investment Board (of which the Trust's Chairman is a member). As a standing item of my progress report, and in the interests of connecting the work of the City Bridge Trust Committee and the Social Investment Board, I append a list of the current social investments held by the City. Whilst no new investments have been added to the portfolio since your September meeting, officers are working on several proposals at present.

East London Bond

12. In my September 2015 report I described the successful maturity of the East London Bond. This £100,000 investment, which pre-dated the existence of the City of London Corporation's Social Investment Fund, had a five year term with maturity in July 2015. My report stated that monies had been awarded from the Trust's main grants' budget, would be returned to same and on that basis I recommended that officers examine options for awarding the funds to the East London charities Bromley by Bow Centre and Community Links.
13. Following your meeting, and in consultation with the Chamberlain's Department, it appears that the £100,000 did not come from the grants' budget but was rather charged to the Bridge House Estates' balance sheet as a long-term debtor. As such, the capital should now return to the balance sheet to clear the outstanding debt and should not be used for further grant making as originally suggested.

Stepping Stones Fund – Update

14. You have had a number of updates from me on the Stepping Stones Fund, your grant programme for charities and social enterprises in Greater London who wish to engage with the social investment market. Several Members attended the 23rd September event in the Livery Hall where we launched the second round of what has proven a popular and well-received grants programme. We were delighted that UBS used the occasion to announce their ongoing commitment to the Stepping Stones Fund, as well as their generous co-funding.
15. Since the launch event your officers have run several workshops for prospective applicants, engaging over 100 organisations in discussion about the aims and objectives of the Stepping Stones Fund. These sessions have proved to be invaluable opportunities to help applicants shape the quality of their final submissions. With the deadline for preliminary applications due on 16th November I will be able to give you an oral update on the level of interest at your meeting. With a view to possible further rounds of the Stepping Stones

Fund, officers are also taking time to engage prospective partners including Livery Companies and other grant-making trusts.

London Youth - Quality Mark Project and City Leaders

16. You will be aware of your partnership programme with London Youth - the membership body for London's voluntary-managed youth clubs and organisations. This programme supports the adoption of the City & Guilds accredited Quality Mark scheme, whereby those clubs which achieve either Silver or Gold status are awarded with a grant of £5,000 or £7,000 respectively. The awards have greatly incentivised clubs to undertake the QM process and, in so doing, have helped to increase their standards of governance, quality of provision, and involvement of young people.
17. To celebrate the success to date of this programme London Youth has organised a short event (1pm-3pm) on Wednesday 25th November, at Tallow Chandlers' Hall, where there will be chance to meet and hear from some of the participants. Any member wishing to attend should contact your Principal Grants Officer, Ciaran Rafferty, (ciaran.rafferty@cityoflondon.gov.uk) who will make the necessary arrangements.
18. The Trust has enjoyed a positive and productive working relationship with London Youth since your first grant to them in 1996. Their vision has also helped the Trust to plan for future needs in relation to the capital's young people. In current times, with that sector experiencing deep and impactful cuts, their work in supporting young people has been as creative and important as ever.
19. One such example of this is a project currently being fine-tuned and which is likely to be brought to your Committee in early 2016. Called *City Leaders*, it aims to develop a cohort of inspirational and talented young leaders from amongst those more disadvantaged or unable to access the right opportunities or networks. The scheme intends to work in partnership with the Trust and with the wider City Corporation to capitalise on the skills, commitment and opportunities available within the business and charitable sectors to help unlock latent talent and support ambition.

Youth Offer

20. The evaluation of the "Get Young People Working – The Youth Offer" initiative, will be presenting its findings and launching its final evaluation report at an event at St Bride's Foundation on 10th December 2015. Through this initiative, grants of £100,000 were awarded to thirty one London boroughs (two boroughs are collaborating so there are thirty one instead of thirty two grants) to help support young people not in employment, education or training. The Youth Offer aimed to bring local authorities together with the voluntary sector in order to tackle this issue. The evaluation of the programme is being undertaken by the Centre for Economic and Social Inclusion (Inclusion).

Bikeworks

21. City Bridge Trust is supporting a Scale Accelerator programme. This is a collaborative piece of work with other funders, led by the International Centre for Social Franchising (ICSF). It aims to support a cadre of organisations who are achieving impact, to replicate/scale-up their work. Your grantee, Bikeworks, has been selected to take part in the programme. Bikeworks is a London based not-for-profit social enterprise that uses cycling as a tool to tackle social and environmental challenges in the community. From their shops in Bethnal Green and Chancery Lane they raise income through retail sales of bikes, parts and maintenance services to fund employability programmes for young people not in education, employment or training; and all ability cycle clubs.

Statistical Reports

22. You receive an update on spend against your grants' budget at each meeting. In addition, the 6-monthly statistical report on Trust grant-making was due for today's Committee. Due to an unforeseen staff emergency it has not been possible to include either report in today's papers. The update on spend will follow as a late paper, and the 6-monthly report will be included in your pack for January 2016. I hope you will appreciate that this is an exceptional situation.

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Appendix 1: City of London Corporation Social Investment Fund

Current portfolio (largest to smallest)

Investment / holding	Social Purpose
Columbia Threadneedle UK Social Bond Fund £1,500,000	A >£60m fund investing in debt instruments issued by organisations working across a wide range of social development themes including education, housing and the environment.
Real Lettings Property Fund (rounds 1 & 2) £1,000,000	This £56.8m fund is being used to purchase up to 260 one and two bedroom properties in Greater London for tenants who are, or have previously been, homeless.
Rathbone Ethical Bond Fund £1,000,000	A >£200m fund investing in tradable debt instruments issued by socially screened organisations.
Golden Lane Housing 2013 4% Bond £500,000	A £10m bond fund to purchase, adapt and let up to 30 freehold properties to people with learning disabilities.
Greenwich Leisure Limited 5% Bond £500,000	A £5m bond fund used for restoration of Royal Greenwich Lido, repurposing of Olympic Aquatics and Copper Box Centres, developing affordable health and fitness centres in Sidcup and Romford and other projects consistent with Greenwich Leisure Limited's social aims.
Framework Housing £500,000	A £1.25m loan package from several charitable Trusts used to enable 210 homeless and vulnerable people to live independently by building or adapting 23 accommodation units.
Commonweal – Praxis Housing Project £500,000	A £2.5m property fund providing accommodation for vulnerable migrants with no recourse to public funds through the purchase and management of seven homes in the Croydon area. The accommodation will benefit up to 210 families and 126 single people over the 7 year investment term.
Affordable Homes Rental Fund £500,000	A £5m fund providing affordable accommodation for people otherwise priced out of their local area.
Y:Cube Housing £500,000	A £1.7m fund supporting the construction and management 36 units of affordable accommodation for people who are exiting a period of homelessness

Investment / holding	Social Purpose
Small Enterprise Impact Investing Fund (SEIIF) £318,513	The USD5.9m SEIIF provides capital by SMEs in low to middle income economies, prioritising those investment opportunities that focus on job creation, food security and women's empowerment.
The Foundry £300,000	A shared office space in Vauxhall for charitable organisations working to protect human rights and promote social justice.
Midlands Together 4% Bond £300,000	A £3m bond funding employment, training and mentoring to 100-150 ex-offenders through a property refurbishment programme across the West Midlands.

Investing in Londoners Index of Grant Recommendations

	Ref No.	Organisation	Requested Amount	Recommended Amount
<u>Strategic Initiatives</u>				
a)	12990	Barbican Centre Trust Limited	£500,000	£400,000
b)	13003	Hampstead Heath Charity	£526,359	£400,000
c)	13055	Human Trafficking Foundation	£225,000	£225,000
d)	13037	Praxis (Report in Not For Public papers)	£85,000	£85,000
<i>Total Strategic Initiatives</i>			£1,336,359	£1,110,000
<u>English for Speakers of Other Languages</u>				
e)	12834	Shpresa Programme	£63,675	£71,200
<i>Total English for Speakers of Other Languages</i>			£63,675	£71,200
<u>Improving London's Environment</u>				
f)	12953	Froglife Trust	£69,116	£54,000
<i>Total Improving London's Environment</i>			£69,116	£54,000
<u>Improving Londoners' Mental Health</u>				
g)	12835	Derman	£134,182	£95,950
h)	12909	Waterloo Community Counselling	£102,000	£102,000
<i>Total Improving Londoners' Mental Health</i>			£236,182	£197,950
<u>Making London More Inclusive</u>				
i)	12842	Blind in Business Charitable Trust	£138,000	£98,700
j)	12910	deafPLUS	£140,000	£135,000
k)	12809	Face Front Inclusive Theatre Ltd	£99,000	£99,000
l)	12976	L'Arche London	£100,000	£100,000
m)	12799	Pursuing Independent Paths	£97,364	£97,300
<i>Total Making London More Inclusive</i>			£574,364	£530,000
<u>Reducing Poverty</u>				
n)	12906	Body & Soul	£86,545	£86,500
o)	12911	Latin American Disabled People's Project	£72,299	£70,300
p)	12847	Staying First	£153,020	£153,000
<i>Total Reducing Poverty</i>			£311,864	£309,800

Investing in Londoners Summary of Grant Recommendations

Ref No.	Organisation	Requested Amount	Recommended Amount
<u>Resettlement and Rehabilitation of Offenders</u>			
q)	12908 Pecan	£75,000	£75,000
<i>Total Resettlement and Rehabilitation of Offenders</i>		£75,000	£75,000
<u>Strengthening London's Voluntary Sector</u>			
r)	12917 Interlink Foundation	£80,000	£80,000
s)	12859 LandAid Charitable Trust	£58,701	£58,500
<i>Total Strengthening London's Voluntary Sector</i>		£138,701	£138,500
Grand Totals		£2,805,261	£2,486,450

Committee	Date:
City Bridge Trust	26 th November 2015
Subject: Strategic Initiative: Barbican Centre Trust	Public
Report of: Chief Grants Officer	For Decision

Summary

This report sets out proposals to support further work by the Barbican’s Creative Learning team in East London in 2015-18. The work will build on previous awards from City Bridge Trust to the Barbican Centre Trust (BCT), a registered charity associated with the City of London Corporation which works in partnership with the Barbican, to reach deprived communities in outer East London boroughs.

Recommendation

Members are asked to:

- Approve a grant of £400,000 over three years (£150,000; £130,000; £120,000) to the Barbican Centre Trust toward creative learning projects which the Barbican Centre’s Creative Learning Team delivers in East London.

Main Report

Purpose

1. The Barbican Centre Trust Limited (BCT) is a registered charity established in 1986 to promote knowledge, understanding, education and appreciation of the arts by communities in and around the City. It does this by raising funds and making grants towards the furtherance and enhancement of the arts and educational activities of the Barbican Centre (a department of the City of London Corporation acting in its capacity as a local authority). The BCT funds both revenue and capital projects. Whilst the Chairman of the Barbican Centre Board, the responsible City Corporation Committee, and the Barbican Director serve on the BCT Board of trustees, the charity is independent of the City Corporation and the Articles of Association which govern the charity provide that Trustees who are elected Members or officers of the City Corporation shall not form a majority of the Board of Trustees.
2. Members will need no introduction to the Barbican, the City of London’s multi-arts and conference venue. A national portfolio organisation of the Arts Council England, the Barbican attracts hundreds of thousands of visitors each

year. In recent years the Barbican has established a Creative Learning programme to reach out to new audiences who might not otherwise attend the Barbican Centre or otherwise engage with the arts or creative pursuits. The work of the Barbican's Creative Learning team concentrates on East London, particularly those areas with relative high levels of deprivation.

3. This strategic initiative comprises three strands:
 - *Community Engagement activities (reaching 6,600 direct beneficiaries and 125,400 indirect beneficiaries) through short-term intensive events, with an initial focus on Barking and Dagenham and Waltham Forest.*
 - *Schools' Partnerships (reaching 21,150 beneficiaries) with primaries and secondaries in Outer East London boroughs to develop creative and employability skills.*
 - *Progression Opportunities for Young Artists (reaching 2,600 beneficiaries) with masterclasses, placements and careers' advice to encourage a more diverse workforce into the creative sector.*

Background

3. City Bridge Trust helped the Barbican, working with the Guildhall School of Music and Drama, to establish the Creative Learning programme in 2011 with an award of £1,501,600 to the BCT as an exceptional grant. In recognition of the successful reach of this programme, the City Bridge Trust awarded a further £250,000 in 2013 to the BCT to maintain the progress made with schools, community groups, and statutory partners across the East London area. During this time, the Barbican established itself in delivering the Creative Learning programme as an effective mentor to its many partner organisations, building networks in areas of high economic and social deprivation. The arts activities of the Creative Learning programme help young people develop key life and employability skills, improve the quality of the educational delivery in partner schools, and offer new cultural opportunities to communities in target boroughs.
4. The Barbican's Creative Learning programme has now built good momentum in East London. The organisation has developed strong partnerships in Hackney, Islington, Tower Hamlets, Barking and Dagenham, Newham, Redbridge, and Waltham Forest. It is the latter four boroughs, which measure particularly highly on deprivation indicators for inequality and education, which are the focus of this strategic initiative.
5. While the BCT supports many arts initiatives and projects in partnership with the Barbican centre, the Creative Learning programme is currently funded in part by the BCT and a significant portion of that funding, as noted above has historically originated from the City Bridge Trust. While funding awarded by the City Bridge Trust has benefited a programme delivered by the Barbican Centre, which is run by the City in its capacity as local authority, the activities are discretionary and charitable, and BCT remains responsible for ensuring

that the City Bridge Trust funding is properly applied and that the grant terms and conditions set down by City Bridge Trust are met.

Achievements to date

6. The Creative Learning programme has been cited as a pioneering and effective model by the Department of Culture, Media and Sport. In the last financial year activities taking place under the umbrella of the programme reached over 40,000 people and engaged 134 schools. It is estimated that 150,000 people, very few of whom had previous contact with the Barbican, have engaged with Creative Learning programmes since the scheme was established.
7. Whilst City Bridge Trust provided cornerstone funding through its 2011 grant to the BCT, the Barbican and the BCT have both built a strong fundraising capability to lever support from other charitable Foundations and from City firms towards the Creative Learning programme. This has enabled the programme to reach wider audiences and engage new partners. For example, funding from the Esmée Fairbairn Foundation has led to the formation of the East London Cultural Education Partnership with arts and regeneration partners across eight boroughs.
8. As a condition of City Bridge Trust's 2011 grant to the BCT, the Barbican developed its approach to programme monitoring, and the frameworks used for reporting to the City Bridge Trust were exemplars for breadth and clarity. Subsequently, the Barbican's monitoring of Creative Learning projects has been recommended to the Prince's Trust and served as a model to guide its approach to capturing data and sharing progress information across a range of projects.
9. Creative Learning activities cover a wide range of art forms including music, theatre, dance, film and visual arts. The level of engagement now runs from first experiences to higher education and professional training. The majority of work is concerned with delivery across East London, but a core part of the Creative Learning programme is the concept of 'opening up' the Barbican and attracting new audiences to the central arts space. This has been achieved through broadening the range of the Centre's arts programming (including the delivery of more activities for children and young people) and through weekend, holiday and drop-in activities.

Creative Learning – Plans for the Future

10. The Barbican's plans for Creative Learning 2015-20 are based on learning from the East London Cultural Education Partnership and its own 2014 'youth manifesto', pledging to help young people find their creative voice. Work is based on the models pioneered during the first few years of the Creative Learning programme but with refinement based on monitoring data.
11. Work funded by City Bridge Trust will help the Barbican achieve the following objectives:

- to redress inequality of access to the arts through the provision of high-quality arts and learning experiences;
 - to nurture and develop talent in young people;
 - to enable people to develop personal and employability skills and to learn about career opportunities in the cultural and creative industries; and,
 - to develop partnerships with organisations in East London, ensuring projects meet local needs.
12. Building on the achievements and learning of the Creative Learning team to date, work over the next few years is concerned with achieving a deeper impact with target groups and being more responsive to local needs as a result of improved local intelligence in respect of communities within East London. The Barbican has tested its delivery models and formed strong local partnerships in East London, which it believes will help it to achieve better outcomes with programme participants.

City Bridge Trust and Creative Learning

13. Whilst Creative Learning is a larger initiative of c. £2m pa which is part funded by the BCT which has benefited from a number of grants from various donors; City Bridge Trust is being asked to fund work under three specific strands of the programme:
- community engagement;
 - schools partnerships; and,
 - progression opportunities for young artists.
14. Community engagement work within East London will take place as part of the 'Beyond Barbican' programme. This initiative is designed to give more people access to the arts, introduce them to the work of the Barbican and encourage them to come to the Centre. The focus of Beyond Barbican is performance, but extensive preparation work is needed to encourage those who have had limited arts engagement to attend or participate. Much of the programming is concerned with addressing preconceptions that arts activities are 'not for me'. To this end, the Barbican relies on local knowledge from its East London partners to identify where best to situate community events and how to promote the work. Creative Learning has recruited a team of Barbican Ambassadors from East London who help reach new audiences.
15. Barbican aims to reach 6,600 direct beneficiaries (active programme participants) and 125,400 indirect beneficiaries (wider audience members) over the next three years of community engagement work.
16. Since Creative Learning was established in East London, Barbican has engaged with a wide range of primary and secondary schools. The programme currently partners with 57 maintained and academy schools through its partnership programme and seeks to redress the disparity in arts access for children and young people, as well as encouraging schools to

recognise the benefits of cultural and creative learning. Through structured activities over several weeks, usually culminating in performance and often at the Barbican itself, students have the opportunity to participate in learning events that the school would otherwise be unable to provide. Barbican captures 'before and after' data to show progressions in pupils' creative, personal and employability skills, and works to ensure that schools can sustain the intervention after the Creative Learning input concludes.

17. The second element of the schools' outreach work is known as 'Barbican Box' which connects pupils with the world-class artists performing at Barbican Centre. Schools work through a creative programme before having the opportunity to present their work on one of the Centre's stages. The pupils also receive tickets to a performance or exhibition relevant to their particular project.
18. Barbican aims to reach 9 additional schools and 18,000 additional participants through the continuation of its schools' partnership programme, and an additional 75 schools with 3,150 participants through continuation of its Barbican Box programme.
19. One legacy of City Bridge Trust's earlier awards has been the development of ensembles for young artists in media as diverse as spoken word, film, classical and jazz music. These ensembles use the arts as a mechanism to help participant young people develop their skills in self-management, teamwork, problem-solving, communication, numeracy and literacy. Over the next three years the Barbican wishes to do more to connect the ensemble activities to careers' advice, mentoring and workplace opportunities in the cultural and creative industries. Central to the activities will be efforts to ensure that young people from a wide range of backgrounds can take advantage of the opportunities, and that the programming is inclusive.
20. Barbican aims to engage 2,600 young people through its Young Ensembles and Young Arts Academy initiative.
21. It is expected that exemplar best practice will continue to be developed in delivery of the programme and expected to be made available to other arts organisations to promote engagement with, develop understanding of, and opportunities for employment within the cultural and arts sector within Greater London.
22. The Creative Learning programme is not eligible for funding under your published grant priorities, but it does continue to meet the criteria for funding as an exceptional grant, being a strategic initiative which is considered to be of strategic importance to London in these times of reduced public funding of the arts and of reduced employment opportunities for young people. These areas of need were identified in the extensive consultation undertaken at the time of settling the City Bridge Trust grants policy with the grants priorities being set with reference to the funds available for distribution by City Bridge Trust. On-going consultation and engagement with stakeholders indicates that these needs remain ever present. Supporting a leading cultural centre such

as the Barbican to continue its leading work in promoting youth engagement with the arts within areas of greater economic and social deprivation, where raising aspirations is an important means of generating social mobility, would meet the criteria for an exceptional strategic grant under your policy.

Costings

23. The overall cost of Creative Learning is expected to be c. £2m pa over the next three years. The activities that form this strategic initiative represent slightly less than half of the whole programme over three years. In total, the Trust is asked to fund approximately 7-8% of the annual costs of Creative Learning.
24. The total costings for community engagement, schools partnerships and the young ensembles activities are set out in the table below:

Item	Year 1	Year 2	Year 3	Total
Activity 1: Community Engagement projects	35,100	49,058	49,672	133,918
Activity 2: Schools' Partnership programme	105,565	199,554	298,023	603,142
Activity 2: Barbican Box	190,897	177,717	179,641	548,255
Activity 3: Young Artists' Progression	202,692	367,331	201,096	771,119
Evaluation	36,000	36,000	36,000	36,000
	570,254	829,660	764,432	2,092,434

25. City Bridge Trust is asked to consider contributions to these total costs as follows:

Item	Year 1	Year 2	Year 3	Total
Activity 1: Community Engagement projects	10,000	10,000	10,000	30,000
Activity 2: Schools' Partnership programme	45,000	35,000	30,000	110,000
Activity 2: Barbican Box	30,000	30,000	30,000	90,000
Activity 3: Young Artists' Progression	45,000	35,000	30,000	110,000
Evaluation	20,000	20,000	20,000	60,000
	150,000	130,000	120,000	400,000

26. The balance of funding will be raised by the BCT and the Barbican Centre from other sources including charitable trusts and corporate donors, as has been achieved previously.

Exit and Sustainability

27. The Barbican's Creative London programming seeks to build the capacity of local partners. For example, work with schools is normally time-bound and

focused on developing teachers' skills to sustain the intervention once the Creative Learning team has concluded its input. Similarly, Barbican seeks to work as a facilitator in East London by bringing partners together that can then raise funds for further projects in the future. The Creative Learning team will also explore options for social investment and for collaboration with other major arts organisations to help sustain the activities delivered in 2015-18.

Financial Information

28. Forecast income for BCT for the year ending 31 March 2016 is £1,420,100, of which £751,000 (53%) had been confirmed by 1 September 2015. The remainder of £669,100 (47%) will be generated through identified fundraising prospects and donated services in the form of support from COLC which is determined at the end of the year. A decision as to the City Corporation's separate in-kind support of the BCT charity falls within the remit of the Barbican Board.
29. At 31 March 2016 free unrestricted reserves are forecast to be £78,605 which is equivalent to 0.7 months' worth of total expenditure. The Trustees of Barbican Centre Trust have advised that they have not quantified the target level of free reserves but rather state that they aim to hold a low level of funds as cash deposits which it monitors to ensure it holds sufficient to manage variations in cash flow and maintain its charitable activities.

Year end at 31 March	2014 - 15 Audited Accounts	2015 – 16 Current Year Budget
Income and Expenditure	£	£
Income	1,131,591	1,420,100
Expenditure	1,077,314	1,424,200
Unrestricted Funds Surplus / (Deficit)	54,276	(4,100)
Restricted Funds Surplus / (Deficit)	0	0
Total Surplus / (Deficit)	54,277	(4,100)
Surplus / (Deficit) as a % of turnover	4.8%	(0.3%)
Cost of Generating funds (% of income)	219,370 (19.4%)	220,000 (15.5%)
Free unrestricted reserves		
Unrestricted free reserves held at Year End	82,705	78,605
How many months' worth of expenditure	0.9	0.7
Reserves Policy target	-	-
How many months' worth of expenditure	-	-
Free reserves over/(under) target	-	-

Legal Implications

30. The Comptroller and City Solicitor has advised that the BCT, a registered charity, is eligible to secure funding from the City Bridge Trust under the grants policy which has been agreed in respect of the application of the Bridge House Estates charity's income surplus to that retained to maintain and support the five bridges. The policy has been settled following public consultation and addresses particular needs of the public within Greater London in pursuit of the charitable objects of Bridge House Estates set down in the *cy-pres* Scheme, which includes the advancement of arts and culture for the public benefit.
31. The City Bridge Trust Committee, in exercising the City of London Corporation's duties and powers as trustee of the Bridge House Estates charity must act in the best interests of that charity and for the public benefit, and any conflicts of interest or loyalty which arise must be properly managed. The City Corporation's role as local authority in running the Barbican Centre and therefore in ultimately delivering the Creative Learning programme which would benefit from the City Bridge Trust grant, gives rise to conflict of interest considerations. These have been carefully considered in recommending the grant to the Committee, having regard to previous specialist legal advice on this point.
32. The City Bridge Trust Committee may fund discretionary activities and services otherwise provided by the City Corporation acting in a different capacity, such as those proposed in this case subject to:
 - (a) those purposes being charitable and for the benefit of the public within Greater London (i.e. any benefit to the City Corporation must be incidental to ensure that the decision does not give rise to "self benefit");
 - (b) the City Corporation not being relieved of any legal obligation to fund those activities/services (i.e. to address "self benefit")
 - (c) decision-making should be transparent with actual and perceived conflicts of interest or loyalty being managed in accordance with Charity Commission guidance.
33. The condition set out at sub-paragraph 31(a) is met, as noted at paragraph 29 above. The advancement of art and culture for the public benefit is a named charitable purpose in the Charities Act 2011 and the proposed activities - which involve promoting youth engagement with, understanding of, and participation in the arts - fall clearly within this purpose and are for the public benefit with any benefit to the City of London Corporation arising from the funding of these activities being incidental.
34. The condition set out at sub-paragraphs 31(b) is met as, while the City of London Corporation runs the Barbican Centre in its capacity as a local authority, the activities which are proposed to be funded are discretionary. Furthermore, the application is being made by the BCT which is a registered charity and must itself comply with charity law requirements. It is the BCT

which will remain responsible for ensuring that the City Bridge Trust funding is properly applied and that the terms and conditions of the grant set down by City Bridge Trust are met.

35. In considering the third condition at sub-paragraph 31(c), the Comptroller and City Solicitor is of the view that a conflict of interest and loyalty would arise in considering this application for grant funding where a Member of your Committee is also a Trustee of the BCT Board or Member of the Barbican Centre Board. It is recommended, therefore, having regard to the City of London Members' Code of Conduct, that those affected Members declare these interests, not participate in the discussion or vote on the application; although any decision is of course for the Member concerned.

Conclusions

36. The Barbican's Creative Learning programme has enjoyed strong success in East London. It now looks to build on work started with funding from City Bridge Trust to expand its reach to outer London boroughs, particularly Newham, Redbridge, Waltham Forest and Barking and Dagenham, and to increase the depth of its impact.
37. This strategic initiative builds on the work funded through the City Bridge Trust's two previous awards to the BCT details of which Members can access via the intranet from Committee meetings in December 2010 and February 2013. As with those grants, the Barbican will provide regular monitoring data to both the BCT and the City Bridge Trust to account for progress made. Members and officers have had the opportunity to see work under the Creative Learning programme take place in East London schools and at the Barbican Centre, and this will continue through the proposed future grant.
38. The Barbican has developed strong partnerships in areas of high deprivation and enjoyed recognition for the progress made engaging wider audiences with the arts. The BCT has maintained proven and effective oversight of City Bridge Trust funds which have been awarded on a restricted basis for the benefit of the Creative Learning programme delivered by the Barbican Centre. In addition, the BCT has shown itself to be successful in building upon the City Bridge Trust's support for the programme by attracting further financial support both for that programme and other charitable arts activities during a difficult period for the arts sector in recent years.

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Committee	Date:
City Bridge Trust	26 th November 2015
Subject: Strategic Initiative: Hampstead Heath	Public
Report of: Chief Grants Officer	For Decision

Summary

This report sets out a proposal from the charity, Hampstead Heath, on behalf of the charities: Epping Forest; Highgate Wood and Queen's Park Kilburn; and West Ham Park (the "Open Spaces"), for a three-year learning programme, *Green Spaces, Learning Places*, designed to improve Londoners' understanding, confidence, involvement, wellbeing and sense of connection with respect to London's open spaces. The projects will take place at Epping Forest, Hampstead Heath, West Ham Park, Wanstead Flats, Queen's Park and Bunhill Row.

The programme has been designed in consultation with communities local to those spaces in order to understand main barriers to accessing green spaces. By taking the learning from pilot projects run elsewhere in London, the programme will target some of those most disadvantaged communities in London and it is intended that the work will be self-sustaining at the end of the three years. It is also proposed to work in partnership with others in order to develop a sector-specific evaluation toolkit that will enable a standard approach to outcomes and impacts; guidance on different approaches to sustainable funding; and guidance on scalability and transferability.

Recommendations

Members are asked to:

- Note the report.
- Agree a grant of £400,000 over three years (£220,000; £130,000; £50,000) towards an environmental learning programme (under the Improving London's Environment strand of your policy) designed to improve London's engagement and sense of wellbeing with respect to green spaces; as well as a sector-specific evaluation toolkit.

Main Report

Background

1. The City of London Corporation is the charity trustee of the Open Spaces applying to the City Bridge Trust for grant funding. You have supported the work of these Open Spaces twice before, with a grant of £3m over three years awarded in April 2011 and received by the charity, Epping Forest to benefit both Epping Forest and Hampstead Heath. A grant of £388,000 over one

year was approved in March 2014 and was received by the charity Hampstead Heath.

2. The role of green spaces in supporting good health and wellbeing is well-documented. A number of the open spaces managed and administered by the City of London Corporation as charity trustee are located in areas of high disadvantage – notably West Ham Park, Wanstead Flats and Queen’s Park. Hampstead Heath, whilst characterised by areas of high economic prosperity and wealth, also borders one of the most deprived wards in London, Gospel Oak, which is ranked in the worst 4% of London boroughs on the index of multiple deprivation. Bunhill Fields are located in the Bunhill ward of LB Islington and is ranked in the worst 5% of boroughs on the same index. It also serves as an open space for the wards of Hoxton and Haggerston in LB Hackney.
3. However, it is clear that these spaces are not being accessed by the most disadvantaged communities who stand to benefit most from them.
4. It is recognised that a fresh approach is needed in order to ensure that those most disadvantaged, and often living on the doorstep of some of London’s best open spaces, not only use them, but use them in an engaged way and with confidence. For example, one young pupil taking part in a school session at Hampstead Heath said *“I can see this place from my bedroom window but I didn’t think I was allowed to come here.”*
5. By taking a targeted approach to the recruitment of local volunteers and by working closely with local community centres, family centres, play centres, playgroups and schools, this proposal aims to address this issue over the next three years and leave a lasting legacy that will continue the work in a sustained way.

Green Spaces, Learning Spaces Programme - a new approach

6. Five new strands of work are proposed, as follows:

i) Guerrilla Interpretation

Building on the success of a pilot programme at Hampstead Heath, the charity and its partners will continue its partnership with RSPB, in order to train 45 local volunteers as ‘guerrilla interpreters’ to help families explore their natural surroundings through a series of regular events. This will take place principally at West Ham Park and Wanstead Flats, both areas with high levels of disadvantage. Introductory taster sessions will be held, targeted at the most under-represented communities, followed by regular interpretation events. It is anticipated that 3,000 families will benefit over three years. The volunteers will be supported and guided by the partnership and, at the end of the three years, it is anticipated that the project will be firmly embedded within the local community and able to continue through the team of experienced volunteers.

ii) Green Space Play

One of the most effective ways of engaging the under 5's with the natural world is through the provision of play opportunities. A study commissioned by the London Sustainable Development Commission highlights that children and young people in London experience more barriers to accessing nature than elsewhere in the UK. The number of children playing in natural places on a regular basis has declined from 40% in the 1970s to 10% in 2010 (Natural England 2010). A previous study by the National Trust in 2008, found that inner city children in disadvantaged areas face greater barriers to natural play due to the attitude of adults, authorities and parents to the perceived risk of outdoor play. The Green Space Play strand of this programme will aim to address these barriers by building relationships with community centres, family centres and playgroups to promote natural play opportunities to their constituents. This strand of the work will target those disadvantaged communities that border the southern edge of Hampstead Heath. Green Space Play events will introduce parents to natural play which will then be followed by the creation of play trails to encourage independent exploration and play. These will be available to download, thereby creating a legacy for this strand of work at the end of three years. It is anticipated that 2,000 children and parents will participate in 90 natural play events over three years, and that 10 local volunteers will be recruited, trained and supported to deliver these events.

iii) Green Space Friendly Schools

Working with schools to engage children with nature is a critical part of this programme. Whilst around 75% of schools do have a school garden, approximately 30% of London schools lack any other natural features, such as trees, hedgerows, rough grass areas or wildflowers. Green Space Friendly Schools comprises two key elements:

- Booked Sessions
These sessions will introduce young people to the natural environment and give teachers the skills and confidence to deliver the curriculum in this area. They will engage 20,500 students over the three years and will take place in the Education Centre near Gospel Oak on Hampstead Heath and at the Queen Elizabeth Hunting Centre in Epping Forest. 18,000 primary schools will take part and, for the first time, the sessions will be opened up to secondary schools. It is anticipated that 2,500 students from 5 secondary schools, in partnership with the Field Studies Council, will also participate.
- Embedded approach
Following a pilot on Hampstead Heath, it is proposed to work with schools near West Ham Park in LB Newham that do not have access to nature in their school grounds. Over three years, it is anticipated that 9,000 students from 15 schools will benefit and that 20 local volunteers will be recruited, trained and supported to deliver green space friendly schools activities. The aim will be to work with teachers, senior leadership and students to embed outdoor learning within the school.

Following the pilot of a charging system for its schools work, it is proposed to introduce a structured pricing system over the three years that will help to sustain this strand of the programme at the end of the funding period. In addition, the two elements of this strand will recruit, train and support 20 volunteers each who will continue to deliver the work in schools at the end of the three years.

iv) Green Talent

This strand of the programme will be delivered in partnership with London Youth as part of its Lottery-funded “Talent Match London” initiative which aims to support long-term unemployed young people into positive and productive futures. Opportunities will be provided for young people to learn about the natural environment and to explore potential career paths in the sector. Over three years, a total of 120 young people will benefit – 100 will attend one-day ‘taster’ sessions; 45 will benefit from week-long placements, whilst a total of 6 will be placed on longer-term work experience placements. In addition, 15 volunteers will be recruited to help deliver the taster sessions in the CoLC-run open spaces.

v) Evaluation Toolkits

The final strand of this programme will be delivered in partnership with London Parks and Green Spaces Forum (LPGSF). It will aim to harness the learning and experience gained from the ‘Green Spaces, Learning Spaces’ programme and to develop a sector-specific toolkit for evaluation which takes a standard approach to the measurement of outcomes and impacts, as well as guidance on sustainability, transferability and scalability.

LPGSF aims to promote best practice, share knowledge and provide mutual support for managers of green spaces and environmental charities in London. It also acts as a link between park users, managers and policy makers to ensure that views of the public are represented.

It is proposed that the Green Spaces, Learning Places project team will set up, chair and maintain an action group as part of the LPGSF on learning and engagement. The action group will work to develop guidance and best practice in developing green space learning initiatives. In particular, it will lead the development of a sector-specific toolkit for evaluation with a standard approach to outcomes and impacts, guidance on sustainable approaches to running environmental projects and guidance on transferability and scalability. It is proposed to involve City Bridge Trust (CBT) in this development to ensure that the toolkit is helpful to CBT’s grantees funded under its environmental programme and more widely.

It will also work closely with its partner organisations to ensure that learning from their respective projects informs best practice. For example, learning from a previous partnership with RSPB to find new ways of engaging hard-to-reach groups on its ‘Wild About Hampstead Heath’ project informed RSPB’s subsequent partnership with the Royal Parks in developing ‘guerrilla interpretation’ events at Regent’s Park.

Monitoring of previous grants

7. Monitoring and evaluation reports from the previous grants have been of a good standard. Key highlights included in the latest report on the previous grant include:
- 16,384 people directly engaged with the environment through various project activities.
 - 23,000 veteran oak and beech pollards mapped and monitored for tree disease by staff and volunteers, resulting in the UK's largest database.
 - 135 volunteers gained skills and knowledge in the environmental sector through training and conservation tasks.
 - 111,599 students learned about the cultural and environmental value of ecosystems and trees.
 - 9 transects mapped and monitored by volunteers to record birds, butterflies and plants.
 - 18 family learning events and school sessions developed to teach people about the natural world.
 - 1,020 hours of walking for health resulted in a greater sense of wellbeing.

Cost

8. A detailed budget for the proposal for the next three years has been provided, a summary of which is contained in the table below:

		Year 1	Year 2	Year 3	Total
Costs	Staff Costs	368,228	363,228	357,228	1,088,684
	Project/running costs	114,000	60,500	60,500	235,000
	Total	482,228	423,728	417,728	1,323,684
Contributions	Non-cash contributions CoLC	31,775	31,775	31,775	95,325
	Non-cash contributions RSPB	10,000	10,000	10,000	30,000
	Cash contributions CoLC	200,000	200,000	200,000	600,000
	Income from schools	21,000	24,000	27,000	72,000
Request from CBT		219,453	157,953	148,953	526,359
Recommended by CBT		220,000	130,000	50,000	400,000

9. Hampstead Heath and the partner charities are committed to raising funds from other sources, including other trusts and foundations and work is underway in this respect. It is recommended that you fund the full amount requested in Year 1 with a taper in Years 2 and 3, to reflect the potential to

source alternative grant funding. The amount recommended is therefore £400,000 over three years (£220,000; £130,000; £50,000).

Financial Information

Year-end at 31 March	2013/14 Audited Accounts	2014/15 Audited Accounts
Income and Expenditure	£	£
Income	9,369,678	11,317,895
Expenditure	8,422,367	8,731,964
Comprising:		
Unrestricted Funds Surplus / (Deficit)	(120,155)	(108,660)
Restricted Funds Surplus / (Deficit)	9,234	(3,198)
Capital grants from the City Corporation	1,058,232	2,697,789
Net (outgoing)/incoming resources	947,311	2,585,931
Revaluation gain on investments	2,044,374	1,825,189
Total movement in funds	2,991,685	4,411,120
Unrestricted Surplus / (Deficit) as a % of turnover	(1.3%)	(1.0%)
Cost of Generating funds (% of income)	183,924 (2.0%)	170,391 (1.5%)
Free unrestricted reserves		
Free unrestricted reserves held at Year End	45,186	(214,514)
How many months' worth of expenditure	0.1	(0.3)
Reserves Policy target	n/a	n/a
How many months' worth of expenditure	n/a	n/a
Free reserves over/(under) target	n/a	n/a

10. Whilst the charity does not hold unrestricted free reserves it does have other funds amounting to £30.7m which are largely invested in managed investments and generate income (£1.3m in 2014/15) to finance the charitable activities of the trust.
11. The reserves policy of the trust does not specify a free reserves target but sets out that the original permanent endowment of the trust of £15m in 1989 (now worth £30.7m) should be invested to produce income to cover a proportion of the running costs of Hampstead Heath.
12. The cost of generating funds is low as the majority of income is generated from ongoing grants and managed investment income.
13. The increase in income in 2014/15 of £1.9m is due to capital funds provided from City's Cash towards the Hampstead Heath Pond project which are expected to be expended during 2015/16.

Legal Implications

14. The Comptroller and City Solicitor has advised that the open spaces charities which will benefit from this grant are eligible to secure funding from the City

Bridge Trust under the Improving London's Environment strand of the grants policy which has been agreed in respect of the application of the Bridge House Estates charity's income surplus to that retained to maintain and support the five bridges. The policy has been settled following public consultation and addresses particular needs of the public within Greater London in pursuit of the charitable objects of Bridge House Estates set down in the *cy-pres* Scheme.

15. The City Bridge Trust Committee, in exercising the City of London Corporation's duties and powers as trustee of the Bridge House Estates charity must act in the best interests of that charity and for the public benefit, and any conflicts of interest which arise must be properly managed. The City Corporation's role as trustee of the applicant charities gives rise to a conflict of interest and raises additional matters which have been carefully considered in recommending the grant to the Committee, having regard to previous specialist legal advice on this point.
16. The City Bridge Trust Committee may fund discretionary activities and services otherwise provided by the City Corporation acting in a different capacity, such as those proposed in this case subject to:
 - (a) those purposes being charitable and for the benefit of the public within Greater London (i.e. any benefit to the City Corporation must be incidental to ensure that the decision does not give rise to "self benefit");
 - (b) the City Corporation not being relieved of any legal obligation to fund those activities/services (i.e. to address "self benefit")
 - (c) decision-making should be transparent with actual and perceived conflicts of interest or loyalty being managed in accordance with Charity Commission guidance.
17. The conditions set out at sub-paragraphs 12 (a) and (b) are met. In order to meet the third condition at sub-paragraph 12(c), it is recommended in this case, having regard to the City of London Members' Code of Conduct that Members of this Committee who are also Members of the relevant City Corporation Committees responsible for administering the Open Spaces charities which will benefit from the grant, should not participate in the discussion or vote on the application although any decision is of course for the Member concerned.

Conclusion

18. The benefits of engagement with the natural environment and health and wellbeing are unarguable. Hampstead Heath and the partner charities are highly committed to reach some of London's most disadvantaged communities over the next three years.

19. They are also highly committed to working in a way that is sustainable. The projects set out in their proposal are designed to leave a clear legacy at the end of the funding period and to be self-sustaining.
20. Additionally they are highly committed to attracting funds from new sources, including trusts and foundations and are making progress in this respect. The recommendation at a level lower than that requested reflects the competition for your resources but the taper should allow reasonable time for other applications to come to fruition.
21. Finally, Hampstead heath and the partner charities are highly committed to learning from its projects and to leave tools for the sector that will enable outcomes and impacts to be measured using standard metrics that mean that it will be possible to understand their overall impact, and enable others to do the same.

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Committee	Date:
City Bridge Trust	26 th November 2015
Subject: Strategic Initiative: Human Trafficking Foundation	Public
Report of: Chief Grants Officer	For Decision

Summary

This report sets out proposals to provide core support of £75,000 per annum to the Human Trafficking Foundation for the next three years.

This will enable HTF to build on the work you have previously funded, as is evidenced by the increased profile of the issue and the Modern Slavery Act which took effect from the 31st July 2015. Whilst legislation and research are useful tools they are only as good as how they are implemented. Funding from the Trust will enable HTF to tackle the root causes of the issue whilst also trying to mitigate the damage to victims of trafficking.

Recommendations

Members are asked to:

- Note the report.
- Agree a grant of £225,000 over three years (3 x £75,000) towards the core costs of the Human Trafficking Foundation.

Main Report

The Charity

The Human Trafficking Foundation (HTF), a registered charity, was established in 2010.

HTF's work is focused on:

- Raising awareness about human trafficking and modern day slavery;
- Providing high quality information on the subject area;
- Working closely with others to identify opportunities to improve practices to support survivors of human trafficking and domestic slavery.

HTF is anchored in the experience of survivors of human trafficking, and this is reflected in the composition of its small staff team. It has a well-networked board chaired by Anthony Steen, former MP, and includes RT Hon Baroness Elizabeth Butler Sloss, RT Hon Frank Field MP, and RT Hon David Heathcoat-Amory (former Treasury Minister and Chartered Accountant).

The Proposal

This proposal is to contribute £75,000 per year for three years to the HTF's core costs to enable them to further their work to combat Human Trafficking and Domestic Slavery.

Background

The London area is where over 50% of survivors of Human Trafficking are found. It is also where the major human trafficking activity concentrates, where HTF are addressing the trafficking phenomenon and where the majority of traffickers are convicted.

Over the past three years the HTF has succeeded in its aim to raise awareness around human trafficking and in moving the issue up the national agenda. A draft Modern Slavery Bill was published in late 2013 and in 2014 and early 2015, HTF played a sustained (and arguably pivotal) role in driving scrutiny and refinement of the Bill as it passed through the Commons and Lords. The Bill became an Act of Parliament and took effect from the 31st July 2015 with wide support from Parliamentarians attesting to the Foundation's unique impact and influence.

With your support, HTF has also played close attention to the survivors of Human Trafficking and the provision made for these people. You funded important research which considered this provision and made recommendations as to improvements. This research was called 'Life Beyond the Safe House – for survivors of Modern Slavery in London' and it was launched earlier in this year at the House of Lords (attended by your Chairman and Chief Grants Officer).

With the legislation in place and research recommendations, the next phase of work is crucial: how best to use these important tools to make further inroads into tackling Human Trafficking and Domestic Slavery. HTF has undergone a recent review of how best to focus its efforts in the coming three years and its resources will be focused on the following:

- Ensuring the provisions of the Modern Slavery Act are effectively implanted (in particular influencing the role of the Anti-Slavery Commissioner and his office so that he operates as an independent watchdog; and servicing and advising the UK All-Party Parliamentary Group on Modern Slavery and influencing the 'Parliamentarians Against Human Trafficking Network');
- Tackling root causes: undertaking a mapping exercise which will identify regions or cities within EU Member States and neighbouring countries (such as Albania) where there are victim concentrations. This will be done in partnership with non-governmental organisations and UK Embassies in those countries.
- Continuing to support collaboration and collective voice against Modern Slavery through supporting a Forum of c.90 organisations working in this area. The Forum enables the sharing of good practice and encourages multi-agency partnerships with members from local authorities, police officers, charities, and representatives from private sector companies and government departments.
- Promote the implementation of the recommendations of the research 'Beyond the Safe House' research (for example, working with the Metropolitan Police

to ensure care standards are included in their best practice, supporting the training of new recruits and also social workers; and working with the Salvation Army to create move-on care plans for victims after they leave the shelters and establishing pilot projects of multi-agency working group at local authority level in London.

Funding History

Meeting Date	Decision
15/5/2015	£22,500 to support a 6 month research/feasibility study into how to improve current practice relating to the victims of human trafficking and domestic slavery.
10/01/2013	£120,000 over 3 years (£40,000; £40,000; £40,000) towards HTF's core costs for anti-trafficking work in London.

Officer's Appraisal

Your funding to HTF to date has enabled important work to progress in relation to combatting Human Trafficking. The increased profile of the issue and the legislation are evidence of this. HTF's approach is collaborative and cross-party. It is considering the root causes of the issue whilst also trying to mitigate the damage to victims of trafficking.

The next phase is an important one: legislation and research are helpful tools, but they will only be as good as how they are implemented. HTF has an important and distinctive role to play in this: its connections and experience are strong at all levels - from the survivors of trafficking themselves, through agencies and organisations, to policy and political influencers. This grant is an opportunity for you to build on your contribution to date and further enable an organisation that punches above its weight to achieve progress in the work against Human Trafficking.

Financial Information

Trustees have agreed a reserves policy which requires that unrestricted free reserves be held at a level of £40k, equal to three months' running costs (approximately 2 months' worth of total expenditure).

The current year forecast (prepared November 2015) to 31st December 2015 shows expenditure of £210,374 and income of £161,348 (including £40,000 funding from CBT), leaving a deficit of £49,026. This deficit would reduce unrestricted free reserves to £25,350, which is below the charity's reserves policy target of £40k.

The budget for the following year to 31st December 2016 anticipates income of £216,500 (excluding this request to CBT for £75,000 in 2016) and expenditure of £288,306. By November 2015, income of £136k had been secured. As well as this application to CBT, the charity has submitted funding applications to two other organisations, both for £30k per annum. Providing all of these applications are successful, then a balanced budget for 2016 should be achieved.

The charity has advised that its cost of generating funds is negligible because it receives fund raising support from its Chairman which is provided on a voluntary basis.

Year end at 31 December	2014 Audited accounts	2015 Current Year Budget
Income and Expenditure	£	£
Income	229,093	161,348
Expenditure	244,340	210,374
Unrestricted Funds Surplus / (Deficit)	(8,775)	(49,026)
Restricted Funds Surplus / (Deficit)	(6,472)	
Total Surplus / (Deficit)	(15,247)	(49,026)
Surplus / (Deficit) as a % of turnover	(6.7%)	(30.4%)
Cost of Generating funds (% of income)	-	-
Free unrestricted reserves		
Unrestricted free reserves held at Year End	74,376	25,350
How many months' worth of expenditure	3.7	1.4
Reserves Policy target	40,000	40,000
How many months' worth of expenditure	2.0	2.3
Free reserves over/(under) target	34,376	(14,650)

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MEETING: 26/11/2015

Ref: 12834

ASSESSMENT CATEGORY - English for Speakers of Other Languages

Shpresa Programme

Adv: Joan Millbank

Amount requested: £63,675
(Revised request: £71,207)

Base: Newham

**Benefit: East and North West
London Boroughs**

Amount recommended: £71,200

The Charity

Shpresa Programme (known as Shpresa) is a charitable company limited by guarantee whose purpose is to provide activities to benefit the Albanian-speaking community. It was established in 2003 to address the needs of people from Albania, Kosova and Macedonia who had fled persecution in the 1990s, sought asylum in the UK and, as a new community, experienced difficulties in settling and integrating. Today Shpresa offers a broad range of services to benefit women, children and young people in particular, and supports them to play an active role in the wider community. The charity won the Queen's Award for Volunteering in 2006.

The Application

Shpresa is seeking three years' funding to meet the cost of providing English for Speakers of Other Languages (ESOL) classes to Albanian-speaking women. It will provide a safe learning space for new arrivals including victims of trafficking and unaccompanied young women, as well as first-generation women who are isolated and / or victims of domestic abuse. 120 women aged from 16 years will benefit.

The Recommendation

Albanian-speaking women tend to experience lives limited by cultural restrictions, gender inequality and illiteracy. Many experience domestic violence. They are often not allowed access to mainstream services. Shpresa is a trusted organisation within the Albanian-speaking community so is well placed to offer language support to engage and empower women. It has a track record in providing informal English and is now trained and qualified to provide accredited provision at entry level 1 and 2. As members of the Newham ESOL Partnership the charity will seek progression routes for learners as appropriate. Following discussion at the assessment meeting the applicant has revised its request to seek the full cost of the project, which is advised:

£71,200 (£23,200; £23,600; £24,400) for the employment of a part-time (21 hpw) Development Worker plus project running costs to provide ESOL classes for isolated and vulnerable Albanian-speaking women.

Funding History

Meeting Date	Decision
16/07/2014	Organisation withdrew this application as it wished to submit a revised proposal.
02/07/2009	£105,000 over 3 years (3 x £35,000) towards a support programme for Albanian-speaking refugee women experiencing trauma.
14/02/2008	Declined as not sufficiently targeted at any of the specific criteria within your Children and Young People's programme.

Background and detail of proposal

The project will deliver 3 classes of 2 hour duration each week, over 40 weeks per annum, initially within Newham and then at other community venues in boroughs with significant Albanian-speaking communities. As well as offering classroom-based accredited learning, the women will be supported to access mainstream services and activities. This will involve accompanied visits to libraries, schools, clinics and other community-based services, as well as cultural trips to museums and art galleries. Where possible the women will be encouraged to share their skills and time as volunteers, helping new learners, participating in other Shpresa activities and joining other community groups. Outcomes include improved English language skills; increased access to mainstream services; and increased participation in the wider community.

Financial Information

Forecast income for the current year is £408,883, of which £325,649 (75.9%) had been confirmed by September 2015.

The charity advised that its cost of generating funds was nil in 2013- 14 because fundraising is undertaken by its Trustees. Also the majority of its income (79%) is in the form of grants towards its charitable services.

Year end at 31 March	2013/14 Independently Examined Accounts	2014/15 Forecast	2015/16 Current Year Budget
	£	£	£
Income and Expenditure			
Income	373,482	378,304	408,883
Expenditure	285,184	328,921	350,811
Unrestricted Funds Surplus / (Deficit)	23,516	17,106	19,458
Restricted Funds Surplus / (Deficit)	64,783	32,277	38,614
Total Surplus / (Deficit)	88,299	49,383	58,072
Surplus / (Deficit) as a % of turnover	23.6%	13.1%	14.2%
Cost of Generating funds (% of income)	0 (0.0%)	-	-
Free unrestricted reserves			
Free unrestricted reserves held at Year End	39,128	56,234	75,692
How many months' worth of expenditure	1.6	2.1	2.6
Reserves Policy target	71,296	82,230	87,703
How many months' worth of expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(32,168)	(25,996)	(12,011)

MEETING: 26/11/2015

Ref: 12953

ASSESSMENT CATEGORY - Improving London's Environment

Froglife Trust

Adv: Ciaran Rafferty
Base: Outside London
Benefit: London-wide

Amount requested: £69,116

Amount recommended: £54,000

The Charity

Froglife Trust is a national charity which was established in 2002. Its mission is to support the conservation of amphibians and reptiles – frogs, toads, newts, snakes and lizards – and to save the habitats they depend on. It actively encourages people who are not usually involved in conservation and concentrates on “on the ground” action which directly benefits amphibians (eg through the care of habitats). It has been particularly successful over the years in delivering environmental education programmes and in incorporating new audiences, eg one such scheme, funded by you, which used young offenders to improve habitats in London.

The Application

In 2012 you awarded a grant of £77,000 for the three-year “Dragon Finder” project, which targeted children and families to educate them about amphibians and to engender a desire to care for them and their habitats. As a unique, successful, and pan-London piece of work the organisation now seeks a further two years’ support.

The Recommendation

The specific proposal for the next two years is to continue in the same vein as the current grant (which is now ending) but for 18 months. After this, there would be a significant switch in that the Project Assistant would finish and then a Project Manager would be employed to help stakeholder groups to raise funds to commission Froglife to continue the work. Your officer has a number of concerns with this approach, not least of which is that continuation funding is usually awarded at a level commensurate with the original grant. Consequently a lesser sum than that requested is advised so that the structure of the grant is similar to before. The charity’s 2014/15 accounts are currently being drafted and it is recommended that any grant is subject to these being audited and satisfactory.

£54,000 over two years (2 x £27,000) for the salary of a p/t (3 dpw) Project Assistant and related costs of the Dragon Finder project for London. The grant is subject to receipt of satisfactory, audited, accounts for 2014/15.

Funding History

Meeting Date	Decision
27/09/2012	£77,000 over three years (£35,000; £21,000; £21,000) towards the costs of the Dragon Finder project.
01/11/2007	£98,600 over three years (£26,900; £36,000; £35,700) towards a project promoting the creation, good maintenance and overall care of standing water habitats within London's environment.

Background and detail of proposal

Froglife is expert at what it does and its work in London over the years has been crucial in developing and preserving habitats for amphibians. The Dragon Finder project, through its educational and hands-on approach, has been instrumental in developing a community approach to habitat care and preservation – which is always going to be more effective and sustainable.

To date the Dragon Finder project has delivered 29 habitat projects in 24 boroughs; run 145 events, workshops or volunteer days; and reached over 6,000 participants across all of Greater London. The components of the project include:

- Wildlife workshops (training courses for allotment holders to encourage wildlife-friendly practices)
- Practical habitat work (volunteering days where participants can help improve local green spaces)
- Life Under the Surface exhibitions (aimed at primary school pupils)
- Swimming with Dragons (interactive educational swimming pool sessions with themed swim floats and games)
- Dragon Days (family open days, incorporating storytelling, pond-dipping, etc)

Should you agree funding for a further two years the core structure of the project would continue as before, achieving a similar range and rate of outcomes.

Financial Information

Forecast income in the current year to 31st March 2016 is £1,015,175, of which £667,288 (66%) had been confirmed by July 2015. This level of forecast income represents growth of £213,305 (26.6%) compared to the prior year which the charity explains is due to its 5 year strategy to increase operations. So far this has included expansion of its Dragon Finder programme into the East of England and its Green Pathway Scheme to Glasgow. It is also in the process of fundraising for a project in Sheffield and working with Buglife to expand in to Northern Ireland. Its Leapfrog Schools programme has also started to expand and is now working with several schools.

The organisation has a reserves policy target to hold 6 months' worth of expenditure in free reserves but it currently holds approximately 2 weeks' worth as shown in the table below. The charity acknowledges that it is short of its target and advised that it has put measures in place to hopefully generate increased income, including the appointment of a full-time ecologist so it is better placed to respond to requests for consultancy work and able to provide training packages. It has also recently reviewed its merchandising strategy and has worked hard to improve its profile to secure corporate sponsorship.

Year end at 31 March	2013/14 Audited Accounts	2014/15 Forecast	2015/16 Budget
Income and Expenditure	£	£	£
Income	926,274	801,870	1,015,175
Expenditure	874,017	860,046	1,022,584
Unrestricted Funds Surplus / (Deficit)	46,117	(97,498)	47,383
Restricted Funds Surplus / (Deficit)	6,140	39,322	(54,792)
Total Surplus / (Deficit)	52,257	(58,176)	(7,409)
Surplus / (Deficit) as a % of turnover	5.6%	(7.3%)	(0.7%)
Cost of Generating funds (% of income)	175,162 (18.9%)	92,915 (11.6%)	-
Free unrestricted reserves			
Free unrestricted reserves held at Year End	127,137	31,778	79,161
How many months' worth of expenditure	1.7	0.4	0.9
Reserves Policy target	437,010	430,023	511,292
How many months' worth of expenditure	6.0	6.0	6.0
Free reserves over/(under) target	(309,873)	(398,245)	(432,131)

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MEETING: 26/11/2015

Ref: 12835

ASSESSMENT CATEGORY - Improving Londoners' Mental Health

Derman

Adv: Joan Millbank

Base: Hackney

Benefit: North and East London

Amount requested: £134,182

(Revised request: £95,948)

Amount recommended: £95,950

The Charity

Derman is a charitable company limited by guarantee which was set up in 1991 to provide health and social care services for Kurdish and Turkish-speaking refugee and migrant communities settling in North and North East London. An estimated 100,000 Turkish-speaking people live in the region today, which makes Kurds and Turks one of the largest Black and Minority Ethnic communities in the area. Derman provides a range of services including bi-lingual counselling, mental health support, health advocacy, domestic violence outreach service, stop-smoking programmes, and welfare rights advice.

The Application

The organisation is seeking three year funding to increase its capacity to deliver bi-lingual accredited counselling. Past experience has shown that early intervention can prevent the escalation of mental health issues to crisis level, decrease referral to mainstream psychiatric services, and reduce the risk of suicide.

The Recommendation

The project will sit within Derman's existing counselling and psychological therapy service, which is funded through health commissioned funding to provide the service in Hackney. Your grant, if agreed, will allow the charity to extend its counselling service to Kurdish and Turkish-speaking people with mental health issues elsewhere in North and East London. The initial grant request was felt to be too high so, following detailed discussion at the assessment meeting, the request and project outputs have been amended accordingly to provide a substantial part-time service:

£95,950 over three years (£31,900; £31,860; £32,190) to pay the salary of a part-time (25hrs per week) bi-lingual Counsellor and project running costs of a counselling service for Kurdish and Turkish-speaking Londoners.

Funding History

Meeting Date	Decision
25/11/2008	Declined as did not meet the criteria of the then 'Bridging Communities' programme.

Background and detail of proposal

Derman has been providing bi-lingual counselling services since 1993. Referrals come from within the community, GPs, other health services and a range of third sector organisations including Freedom from Torture, Women's Therapy Centre and Solace Women's Aid. The type of referrals accepted included people experiencing depression, anxiety and panic attacks, trauma, psychosexual problems and suicidal thoughts. Derman staff are all drawn from Kurdish and Turkish-speaking

communities who know and understand the cultural sensitivities of these communities, and who are familiar with the different dialects and accents. The counsellors are qualified, BACP (British Association of Counselling Practice) accredited or working towards accreditation, and all receive professional clinical supervision.

At least 45 adults aged sixteen and over will benefit from the service (135 over three years). Each person will be assessed within four weeks of referral and allocated to a counsellor within twelve weeks. Emergency referrals are prioritised and seen within two weeks. Each person will be offered a minimum of six and a maximum of eighteen sessions of fifty-minute duration. They may be referred onto statutory mental health and other services as required, both within Derman and other agencies. Counselling sessions are run from the charity's building and GP surgeries. Outcomes include improved mental wellbeing and increased access to appropriate mental health services, which will be measured and monitored by the counsellors in line with BACP guidelines.

Financial Information

Forecast income for the current year to 31 March 2016 is £385,761, which had all been confirmed by October 2015. This is a reduction of £55,497 (13%) compared to the prior year which the charity explains is due to a reduction in mental health funding available. The 2015-16 forecast does not include income and expenditure relating to this pending grant request.

The cost of generating funds is low (3.2%) and the charity advises that this is due to most of its income coming from commissioned funding. The cost of generating funds is not estimated in the charity's budget for 2015-16 and is only disclosed in its year-end accounts.

Year end at 31 March	2014-15 Independently Examined Accounts £	2015-16 Current Year Budget £
Income and Expenditure		
Income	441,258	385,761
Expenditure	458,431	358,144
Unrestricted Funds Surplus / (Deficit)	(10,877)	27,618
Restricted Funds Surplus / (Deficit)	(6,296)	0
Total Surplus / (Deficit)	(17,173)	27,618
Surplus / (Deficit) as a % of turnover	(4.0%)	7.2%
Cost of Generating funds (% of income)	14,324 (3.2%)	-
Free unrestricted reserves		
Free unrestricted reserves held at Year End	119,504	147,122
How many months' worth of expenditure	3.1	4.9
Reserves Policy target	114,608-229,216	114,584-229,169
How many months' worth of expenditure	3-6	3-6
Free reserves over/(under) target	4,896	32,538

MEETING: 26/11/2015

Ref: 12909

ASSESSMENT CATEGORY - Improving Londoners' Mental Health

Waterloo Community Counselling

Adv: Tim Wilson

Amount requested: £102,000

Base: Lambeth

Benefit: Lambeth

Amount recommended: £102,000

The Charity

Established 20 years ago, Waterloo Community Counselling (WCC) evolved from a community-based GP service focused on health and well-being services at a time when there was very little mental health provision in the area. Today WCC offers a 'general service' providing subsidised counselling to people on low incomes, and a 'multi-ethnic service' offering counselling to refugees and asylum seekers. 70% of referrals to WCC come from GPs and statutory mental health services, with the remainder from voluntary sector organisations providing alcohol and drug dependency support. Self-referrals also occur. A standard support package typically involves 18 weeks of one-to-one or group therapy. The majority of service delivery takes place at WCC's Lambeth base, but the charity recently extended operations to Brent where it maintains services established by an organisation that had insufficient funds to continue.

The Application

WCC seeks funding to provide mother-tongue counselling to refugees and asylum seekers experiencing trauma, grief and loss. The funding would cover part of the costs of WCC's Project Manager (who is herself a qualified counsellor) as well as the time of several freelance therapists. Funding will enable WCC to support over 300 new clients via one-to-one counselling, and 30 new clients through group-work. In addition, a small contribution towards core costs will help with WCC's ancillary services such as crèche facilities and a craft club. The charity expects 70% of the clients it works with to experience significant improvements, whether their presenting needs relate to trauma, anxiety or depression.

The Recommendation

The charity impresses for the professionalism of its approach to mental health support. The client group it works with are particularly vulnerable since many are traumatised by experiences in their countries of origin, but isolated due to limited English-language skills and the absence of local support networks. Whilst the local Clinical Commissioning Group provides funding to support WCC's work with clients who are eligible for statutory services, City Bridge Trust is asked to assist with those refugees and asylum seekers who have no recourse to public funds. Funding is advised as follows:

£102,000 over three years (£33,000; £34,000; £35,000) for the costs of Waterloo Community Counselling's Project Manager and freelance fees for counsellors working with refugees and asylum seekers experiencing trauma, grief or loss.

Funding History

Meeting Date	Decision
19/02/2009	£102,000 towards the charity's Multi-Ethnic Counselling Service, supporting traumatised refugees and asylum seekers.

Background and detail of proposal

Most of the clients WCC works with experience anxiety and depression. Many self-medicate through drugs and alcohol, and the charity notes that it is often the 'last port of call' when mental health has deteriorated significantly. WCC starts work by identifying what would be most useful for the new client and uses recognised metrics to assess levels of anxiety and depression. Clients are often isolated and the service offers space to talk which helps people stabilise, moving from what is frequently an acute suicidal mind-set to a more optimistic outlook.

In addition to the therapeutic services offered WCC has established partnerships with local advice centres and foodbanks so that clients can benefit from support if they are hungry or homeless.

WCC's services take place in an environment where there has been a reduction in the availability of mental health support in the target area. The Refugee Council has closed its South London services and Maudsley Hospital its trauma clinic in recent months.

Financial Information

At 22nd October the charity had confirmed £399,668 (92%) of its forecast income for the current year 2015-16.

Year end at 31 March	2015 Independently Examined £	2016 Current Year Budget £
Income and Expenditure		
Income	445,726	432,481
Expenditure	417,778	430,254
Unrestricted Funds Surplus / (Deficit)	27,948	7,727
Restricted Funds Surplus / (Deficit)	0	(5,500)
Total Surplus / (Deficit)	27,948	2,227
Surplus / (Deficit) as a % of turnover	6.3%	0.5%
Cost of Generating funds (% of income)	26,433 (5.9%)	29,076 (6.7%)
Free unrestricted reserves		
Unrestricted free reserves held at Year End	115,760	123,487
How many months' worth of expenditure	3.3	3.4
Reserves Policy target	208,889	215,127
How many months' worth of expenditure	6	6
Free reserves over/(under) target	(93,129)	(91,640)

MEETING: 26/11/2015

Ref: 12842

ASSESSMENT CATEGORY – Making London More Inclusive

Blind in Business Charitable Trust

Amount requested: £138,000

Amount recommended: £98,700

Adv: Tania Bronstein

Base: City of London

Benefit: London-wide

The Charity

Blind in Business (BiB) is a national charity based in the City whose main activity is to help blind and visually impaired (BVI) graduates to obtain employment, but it also supports employees diagnosed with sight loss to remain in employment. The charity advises employers on recruitment and on-the-job support for BVI staff and engages them in events to acquaint users with their staff selection processes. Additionally, every year, BiB works with c250 BVI young people still at school to widen their career aspirations. In 2014/15, BiB assisted 100 graduates, 37 of whom secured jobs.

The Application

BiB has requested £46,000 per year for each of three years. This breaks down as:

- (a) £36,000 for salary costs (exclusive of on-costs) of a full-time Employment Manager who supports graduates throughout their journey to employment;
- (b) £5,000 as a contribution towards the salary of a Life Coach Manager (4.1 hours per week of his salary, inclusive of on-costs and pension);
- (c) £5,000 for capital to purchase assistive equipment and software.

The Recommendation

BiB has a track record of helping its very disadvantaged users to obtain rewarding jobs with high quality employers. The grant recommended is towards harder-to-raise revenue costs, and its level adjusted based on financial merits and beneficiaries in London.

£98,700 over three years (3 x £32,900), towards 70% of the inclusive salary costs of a full-time Employment Manager (£27,900) and 11% of the inclusive salary costs of a full-time Life Coach Manager (£5,000).

Funding History

Meeting Date	Decision
07/05/2009	£75,000 (3 x £25,000) to support BVI school leavers into work)

Background and detail of proposal

In 2012/13, 39% of all BVI graduates in the UK were in full-time jobs six months after graduating, compared to 59% of their sighted peers (Higher Education Statistics Agency). Technological advances enable BVI people to do almost any job, but they need support and confidence to compete for vacancies. BiB supports graduates through all aspects of securing a job, while 20 alumni in banking, law, and other professions enhance this work by volunteering as inspirational role models. BiB also advises employers on the skills needed to support BVI employees to succeed in their jobs. The charity has extensive contacts in the City (including with employers such as Bank of England, PWC, Allen and Overy, and others) who engage in events to skill up BVI job hunters to present their skills, potential, and capabilities to prospective employers.

BiB is funded by way of general appeals to charitable donors, which result in large numbers of small donations (In 2014/15, 80% of 48 funders, including 13 livery companies, provided grants under £3K). This application reflects this approach, and seeks a contribution towards general costs rather than funds for a specific project. Due to lack of experience of the requirements of the larger funders and foundations, BiB cannot show the standards of most other applications received. Officers have helped BiB to meet some of the Trust's key requirements, but it must be noted that financial and other information received has been inconsistent. If funding is agreed, officers will refer BiB to the Cranfield Trust, which you fund specifically to help grantees on development, evaluation, financial planning, and good practice.

BVI people face barriers to employment so it is notable that nearly 40% of BiB's users secure jobs every year. Given that many charitable donors specifically fund equipment for disabled people, the grant advised is for revenue towards wages, which is harder to raise from charitable sources. The advised grant level takes into account BiB's large free reserves holding (above its policy level), and the fact that, although most beneficiaries live in London, not all of them do. Some BiB events are held in Birmingham and the service is promoted in 30 universities across the UK.

Financial Comments

Forecast income in the current year is £256,150 of which £79,850 (31.2%) had been confirmed as at 10 September 2015. The charity relies heavily on small donations and has made applications to donors amounting to £92,300 in 2015/16, which is included in the budget below. However, not all applications are usually successful and the charity advises that it is realistic to expect 50% to be successful. If that success rate materialises then the surplus of £45,679 shown in the table below will reduce to a break-even position.

A break-even position at year-end would leave free reserves amounting to £185k at that time, which equates to 10.5 months' worth of total expenditure compared to the charity's reserves policy to hold 9 months' worth.

Year end at 31 March	2014/15 Independently Examined Accounts £	2015/16 Current Year Forecast £
Income and Expenditure		
Income	208,564	256,150
Expenditure	213,830	210,471
Unrestricted Funds Surplus / (Deficit)	6,645	45,679
Restricted Funds Surplus / (Deficit)	(11,911)	-
Total Surplus / (Deficit)	(5,266)	45,679
Operational Surplus / (Deficit) as a % of turnover before funds transfer	(2.5%)	17.8%
Cost of Generating funds (% of income)	29,676 (14%)	30,000 (12%)
Free unrestricted reserves		
Unrestricted free reserves held at Year End	184,954	230,633
How many months' worth of expenditure	10.4	13.1
Reserves Policy target	160,372	157,851
How many months' worth of expenditure	9 months	9 months
Free reserves over/(under) target	24,582	72,782

MEETING: 26/11/2015

Ref: 12910

ASSESSMENT CATEGORY – Making London More Inclusive

DeafPLUS

Adv: Sandra Jones
Base: Tower Hamlets
Benefit: London-wide

Amount requested: £140,000

Amount recommended: £135,000

The Charity

DeafPLUS has been providing information, advice, guidance and advocacy to deaf people across the UK for over 40 years. Activities include providing support to deaf and hard of hearing clients in making decisions to realise their legal and civil rights and responsibilities; health promotion and awareness raising amongst GPs and health professionals; rehabilitation and re-enablement services; information and advice; an equipment and telecare service; and training courses to individuals who have recently become deaf or hard of hearing.

The Application

The charity has recently been offering 'Living With a Hearing Loss' (LWHL) courses for older people suffering from hearing loss due to the ageing process and which are designed to support older people to manage the difficulties experienced by becoming impaired. These courses, which have taken place in Hackney and Hammersmith & Fulham, have proven to be popular and had a positive impact on the confidence of the participants, supporting independence and developing essential information and communication skills. At the end of each course the participants have set up peer support groups. DeafPLUS is seeking funds for a part time LWHL trainer, a part time project officer, and associated running costs to expand this work across London operating from four sites in north, south, east and west London.

The Recommendation

DeafPLUS has many years' experience of providing a range of services to the deaf and hard of hearing community, building up a good reputation UK wide. The proposal is borne out of evidenced need and effective delivery to meet those needs, based on learning from a pilot undertaken in 2014/15. Funding will cover the costs of a Project Trainer for 25 hours per week, a Project Officer to undertake business support for 10 hours per week and associated running costs. The recommended level of grant has been reduced as the overheads sought were high. The reduction will not compromise the charity's capacity to deliver the intended outcomes:

£135,000 over three years (£44,000, £45,000, £46,000) for a part time LWHL Project Trainer (25 hours per week), and part time LWHL project officer (10 hours per week) and associated running costs.

Funding History

Meeting Date	Decision
24/07/2003	£21,000 towards the cost of upgrading the IT equipment at deafPLUS's two London offices.

Background and detail of proposal

When a person's hearing begins to deteriorate, tasks that used to be carried out with ease become difficult. Communication becomes hard work, leading to anxiety and apprehension which may cause problems with family and friends or a loss of independence and social life.

Building on learning from a pilot held in 2014/15, the funding will expand on that work. The project will provide 12 training courses per annum in four areas across London (three in each area) and will cover: developing coping strategies; improving lip reading skills; finding out what services and resources are available; managing tinnitus, and learning finger spelling and basic sign language. 1-1 home visits will be offered to older people with limited mobility, which will offer 2 hours of lip reading practice and advice about equipment. Drop-in support at the charity's outreach centres will be offered where participants can get on-going support. Peer support groups will be facilitated for the participants of the courses – as this was identified as part of the learning from the pilot.

Financial Information

Forecast income for the current year 2015/16 is £743,172 of which £509,218 (69%) has been secured as at 19 October 2015.

As at 31 March 2015 unrestricted free reserves amounted to £369,824, equating to 6.4 months' worth of expenditure. An unrestricted surplus of £60,191 is forecast in the current year 2015/16 which would see unrestricted free reserves increase to £430,015. This increase moves the charity towards its target to hold free reserves amounting to £575k, including £300k to meet its pension liabilities, equating to 9 months' worth of current year expenditure.

The charity calculates its cost of generating funds when preparing its year-end accounts. For 2014/15 this cost was comparatively low at £36,856 (4.6% of income) which the charity advises is based solely on the cost of a part time fundraising officer plus on costs, however, the charity has stated this will increase as they now employ a full time Trusts and Corporate fundraiser.

Year end at 31 March	2014/15 Audited Accounts £	2015/16 Current Year Budget £
Income and Expenditure		
Income	807,681	743,172
Expenditure	690,822	770,759
Unrestricted Funds Surplus / (Deficit)	12,895	60,191
Restricted Funds Surplus / (Deficit)	103,964	(87,778)
Total Surplus / (Deficit)	116,859	(27,587)
Surplus / (Deficit) as a % of turnover	14.5%	(3.7%)
Cost of Generating funds (% of income)	36,856 (4.6%)	
Free unrestricted reserves		
Free unrestricted reserves held at Year End	369,824	430,015
How many months' worth of expenditure	6.4	6.7
Reserves Policy target	575,000	575,000
How many months' worth of expenditure	10.0	9.0
Free reserves over/(under) target	(205,176)	(144,985)

MEETING: 26/11/2015

Ref: 12809

ASSESSMENT CATEGORY - Making London More Inclusive

Face Front Inclusive Theatre Ltd

Adv: Sandra Davidson

Base: Enfield

Amount requested: £99,000

Benefit: Enfield & neighbouring boroughs

Amount recommended: £99,000

The Charity

Face Front Inclusive Theatre was founded to provide quality drama activities for disabled people. Working with disabled and non-disabled artists it creates original, ground-breaking and inclusive theatre, through its schools, community and mainstream programmes.

The Application

Funds are requested to expand and develop a programme of work to support young people with learning difficulties and disabilities (LDD) in transition from school to adult life and to develop the skills of disabled artists.

The Recommendation

The company has, over the years, developed a number of important projects including the research and development of a performance style that can be enjoyed by both mainstream theatre goers and audiences with a broad range of disabilities. Sign language, audio description and strong visual elements are combined with more traditional techniques to ensure performances are fully accessible. Each project is fully evaluated, with feedback from tutors, professional teachers, and participants. Face Front Inclusive Theatre is considered an invaluable community resource in delivering and supporting the social, emotional and artistic skills of disabled artists. This project will help disabled young people participate more fully in the arts.

£99,000 over three years (£35,000; £32,000; £32,000) towards the salary of a full-time Artistic Director and associated running costs in order to provide multi accessible theatre and workshops for young disabled people in transition and to develop the skills of disabled artists.

Funding History

Meeting Date	Decision
08/10/2009	£90,000 over three years (3 x £30,000) towards the costs of a new Executive Director post.

Background and detail of proposal

Over the last eight years, Face Front has been working on issues facing young people with LDD transitioning from school to adult life. The charity has also been commissioned by the local authority to work with special schools and 'transition clubs' to create plays with LDD young people.

Work with the Cultural Institute at Kings College has resulted in the creation of a piece of theatre about young people with LDD moving on from education to adult life and a research project. The research highlights that young people in transition feel disempowered – faced with overwhelming, often rushed information sessions and overprotective parents, teachers, and carers.

With the Trust's support, Face Front will develop skills of professional disabled artists who will be at the heart of a new interactive theatre programme for LDD young people in transition and their parents/carers. Over three years, the project will work with 1,800 LDD young people in special schools and colleges to improve well-being and reduce transition-related anxiety through sharing information; encouraging dialogue and communication; and self-management of emotions. The skills of professional LDD artists will be further developed, by providing master-classes, mentoring and work experience. In addition, Face Front will provide an entry point to participatory arts groups for disabled people beginning their creative journey.

Financial Information

Forecast income for the current year ending 31 March 2016 is £217,160, of which £132,360 (60%) had been confirmed by October 2015.

The charity has not previously disclosed its cost of generating funds in its year-end accounts but has advised that it will review this position in future. In the meantime it has provided an estimate for the current year 2015/16 as shown in the table. The charity has set a reserves policy target to hold between 3-6 months' worth of total expenditure which it will state in future accounts.

Year-end 31 March	2014/15 Independently Examined Accounts £	2015/16 Current Year Budget £
Income and Expenditure		
Income	202,372	217,160
Expenditure	203,201	216,050
Unrestricted Funds Surplus / (Deficit)	(5,079)	1,110
Restricted Funds Surplus / (Deficit)	4,250	0
Total Surplus / (Deficit)	(829)	1,110
Surplus / (Deficit) as a % of turnover	(0.4%)	0.5%
Cost of Generating funds (% of income)	Not disclosed	25,000 (11.5%)
Free unrestricted reserves		
Free unrestricted reserves held at Year End	100,303	101,413
How many months' worth of expenditure	5.9	5.6
Reserves Policy target	50,800 to 101,601	54,013 to 108,025
How many months' worth of expenditure	3 to 6	3 to 6
Free reserves over/(under) target	49,503 to (1,298)	47,400 to (6,612)

MEETING: 26/11/2015

Ref: 12976

ASSESSMENT CATEGORY - Making London More Inclusive

L'Arche London

Adv: Sandra Davidson

Base: Lambeth

Benefit: Lambeth, Southwark

Amount requested: £100,000

Amount recommended: £100,000

The Charity

L'Arche London is a member of L'Arche UK, itself part of the international network of L'Arche Communities which cares for people with learning disabilities. The movement began over 40 years ago with the Frenchman, Jean Vanier, who was working in a Mental Institution when it closed down. Jean Vanier's response was to invite three people to come and live with him in his own home. What started out almost by accident grew rapidly into a worldwide network of 143 Communities in 35 countries, from Belgium to Brazil, Uganda to the United States. Over 3,500 people with learning disabilities live in L'Arche Communities worldwide.

The Application

L'Arche London purchased the freehold of its terraced Victorian building from Guy's and St Thomas' Charity (GSTC) in December 2013 having raised £930,000, thereby securing a permanent home for its offices and main workshop and enabling the creation of two additional dwellings. L'Arche now seeks funding to undertake access improvements as phase 2 of its redevelopment plans. The plans incorporate the recommendations of a recent access audit and include: widening corridors and doorways; creating fully accessible toilets; installing a permanent hearing induction loop, and adding assistive technology. The works are part of a larger refurbishment programme costing £600,000 of which £470,000 has been raised to date. Access elements of the refurbishment work are expected to cost £350,000 of which L'Arche seeks £100,000 from the Trust.

The Recommendation

The support needs of L'Arche users increase with age, and some members have been with the community for 37 years. The charity has been unable to meet the increase in demand because of a lack of specialist accommodation, and more people need structured day services to help their potential for employment and independent living. With the majority of the refurbishment funding already in place, City Bridge Trust's grant will allow important access improvements. The proposed works will enable L'Arche to provide additional activities, increase the number of people it supports and promote further interaction with the general public:

£100,000 towards the access improvements of the hub site at Norwood High Street as part of Phase 2 of the development project.

Funding History

Meeting Date	Decision
06/04/2006	£20,000 towards the purchase of a people carrier, specially adapted to accommodate wheelchairs.

Background and detail of proposal

L'Arche London community comprises 32 adults with learning disabilities, and 32 assistants, accommodated over seven houses. It provides tailored, person-centred, support for people with learning disabilities to enable them to live fulfilled lives, developing interests and talents whilst building a network of friends. The philosophy is one of mutual care, friendship and trust. L'Arche is ecumenical, rooted in the Christian tradition, but welcomes and values all regardless of personal beliefs. It offers both therapeutic and work opportunities. The charity's work takes several forms: there are carpentry and stoneware workshops, and crafts include collage, weaving and candle making. The products are of good quality and generate some income but does not amount to a commercial operation.

L'Arche London has occupied its site for 37 years. It is confident it will raise the full refurbishment funds needed by December 2015, in order to competitively tender the project in early 2016 with a view to completing works by autumn 2016.

Financial Information

Forecast income for the current year 2015/16 is £8,918,360 of which £8,609,271 (96%) had been confirmed by October 2015. The cost of generating income is low as the majority of its income comes from local authorities across the UK on a contractual basis.

Year end at 31 July	2013/14 Audited Accounts	2014/15 Forecast Outturn	2015/16 Current Year Budget
Income and Expenditure	£	£	£
Income	8,669,250	8,590,991	8,918,360
Expenditure	8,013,855	8,383,511	9,105,209
Unrestricted Funds Surplus / (Deficit)	1,663,113	84,895	89,089
Restricted Funds Surplus / (Deficit)	(1,007,718)	122,585	(275,938)
Other recognised gains and losses	11,683	-	-
Total Surplus / (Deficit)	667,078	207,480	(186,849)
Surplus / (Deficit) as a % of turnover	7.7%	2.4%	(2.1%)
Cost of Generating funds (% of income)	173,493 (2.0%)	-	-
Free unrestricted reserves			
Free unrestricted reserves held at Year End	2,484,481	2,569,376	2,658,465
How many months' worth of expenditure	3.7	3.7	3.5
Reserves Policy target	2,003,464	2,078,185	2,276,302
How many months' worth of expenditure	3.0	3.0	3.0
Free reserves over/(under) target	481,017	491,191	382,163

MEETING 26/11/2015

Ref: 12799

ASSESSMENT CATEGORY - Making London More Inclusive

Pursuing Independent Paths

Amount requested: £97,364

Amount recommended: £97,300

**Adv: Sandra Davidson
Base: Westminster
Benefit: Westminster &
Surrounding areas**

The Charity

Pursuing Independent Paths (PIP) was established in 1983 to promote choice and opportunities for adults with learning disabilities (LDs), particularly in the development of life and vocational skills and support networks. Its core aim is to help students to achieve their potential – in independent living skills, social and emotional development and integration into the community. PIP works with each student and their circle of support to develop personalised services based on individual goals and skills. It offers a flexible and dynamic range of services, including accredited training and education, travel training, independent living, employment skills and work placements, and support into mainstream education. More than 50 volunteers help to deliver and administer the service.

The Application

The charity seeks funding to develop its Performing Arts Project to deliver weekly drama and dance sessions providing a non-judgemental environment in which services users can explore their thoughts, feelings and experiences. The weekly sessions will also provide the opportunity for students to devise two public performances each year.

The Recommendation

PIP is highly regarded as a small, friendly and accessible local provider of quality social care, offering exciting and innovative services to adults with learning disabilities and mental health issues. It encourages and empowers its students to reach their full potential, and provides a safe and fun learning environment. Students play a central role in developing the charity's direction. This project will build the confidence of students, many of whom are fearful of performing in front of an audience. Funding is recommended as follows:

£97,300 over three years (£32,900; £32,000; £32,400) towards salaries and related costs of delivering the Performing Arts Project for young adults with learning disabilities.

Funding History

Meeting Date	Decision
07/06/2007	£86,500 over three years (£28,000; £29,000; £29,500) towards the full-time salary and running costs of a travel training project for adults with learning disabilities.

Background and detail of proposal

PIP's Performing Arts project is a development of its drama and theatre project, which has been running in some form since 2006. Westminster City Council covered the cost of the drama session as part of a wider arts project from 2012-2014. PIP has now reshaped the project to incorporate drama and theatre, dance and digital

media in order to complement the Health and Wellbeing Project funded by the Big Lottery. In 2014 PIP held three service-user focus groups, which demonstrated that students felt happy participating in drama and dance sessions as many struggle to express themselves verbally. Digital media sessions have been built into this project following recent work creating original music and video with the BBC, and student-led drama productions at the V&A Museum.

The project will provide a more structured dance programme of 35 two-hour sessions over the course of the year with up to 15 students attending each session. The sessions will focus on learning-specific moves and routines used in street dance, and on incorporating dance into PIP's theatre productions. Drama workshops will be run by a drama practitioner specialising in dramatherapy with an assigned PIP member of staff, anticipated to benefit 15 students, encouraging their personal growth and social integration. The therapeutic element of PIP's drama workshops incorporates a diverse range of vocal, physical and mental exercises and activities aimed at improving self-awareness, thoughts and feelings, and confidence. During 2013 the charity took the decision to expand its W9 facility into the adjacent building. The two spaces were joined together, creating a single integrated delivery area with larger kitchen, improved IT facilities and new teaching areas. The expansion has enabled PIP to meet the latent demand for its services. Its student base has grown to 50, with 142 students sessions delivered every week.

Financial Information

Forecast income for the current year 2015/16 is £610,242 of which £331,861 (54%) had been confirmed by the 30th of September 2015.

The charity advises that the cost of generating funds is low due to approximately 50% of its income coming from a service agreement with a local authority, 10% coming from ongoing contracts and due to its director and staff spending considerable time raising funds on a voluntary basis.

Year end at 31 March	2014/15 Audited Accounts £	2015/16 Current Year Budget £
Income and Expenditure		
Income	556,226	610,242
Expenditure	558,585	610,242
Unrestricted Funds Surplus / (Deficit)	(2,359)	(45,000)
Restricted Funds Surplus / (Deficit)	0	45,000
Total Surplus / (Deficit)	(2,359)	0
Surplus / (Deficit) as a % of turnover	(0.4%)	0%
Cost of Generating funds (% of income)	7,073 (1.3%)	10,000 (1.6%)
Free unrestricted reserves		
Free unrestricted reserves held at year-end	191,447	146,447
How many months' worth of expenditure	4.1	2.9
Reserves Policy target	139,647 – 279,294	152,561 – 305,121
How many months' worth of expenditure	3.0 – 6.0	3.0 – 6.0
Free reserves over/(under) target	51,800 – (87,847)	(6,114) – (158,674)

MEETING: 26/11/2015

Ref: 12906

ASSESSMENT CATEGORY - Reducing Poverty

Body & Soul

Adv: Tim Wilson

Amount requested: £86,545

Base: Islington

Benefit: London-wide

Amount recommended: £86,500

The Charity

Body & Soul supports families in London who are living with, or closely affected by HIV. The charity has over 4,000 registered members and welcomes around 80 new members each quarter. Services are offered to children, young people, young adults and older adults (over 30) across five programme areas: mental health; physical health; psycho-social wellbeing; maximising productivity; and practical support. New members typically find Body & Soul via clinics, other charities (including many within City Bridge Trust's grant portfolio) and from social workers. Self-referrals also occur.

The Application

This application concerns the charity's Practical Support programme, with funding used to expand current advice services, to allow more time with members and to develop self-help activities. Until recently the programme was funded by a three year grant from the John Ellerman Foundation. Since that award came to a natural conclusion, Body & Soul has sustained the service with unrestricted funds.

The Recommendation

Body & Soul's practical support programme is well-established. Providing services that help members manage what would often otherwise be chaotic lives, a grant from City Bridge Trust will allow the charity to engage more people and offer beneficiaries more support time. Body & Soul has sustained this programme with its own funds in recent months, and an award from City Bridge Trust will provide the stability to develop the service. Funding is advised as follows:

£86,500 over three years (£28,000; £28,800; £29,700) for a full-time Head of Casework and Advocacy, overseeing the delivery of Body & Soul's Practical Support programme. The award is conditional on confirmation that the charity has achieved the Advice Quality Standard.

Funding History

Meeting Date	Decision
20/01/2011	£50,200 over three years towards the salary costs of a worker supporting teenagers living and affected by HIV in London.
08/09/2005	£50,000 towards the costs of refurbishing a Children's Centre for children and young people affected by HIV/AIDS in London.

Background and detail of proposal

Body & Soul estimates that approximately 70% of its adult clients need support with their welfare. The charity has identified growing needs for debt and housing advice, as well as support to address food poverty. The organisation is currently resourced to deliver approximately 5,300 episodes of casework each year with these interventions provided by a team of skilled volunteers and the Head of Casework and Advocacy. In addition, pro bono volunteers deliver welfare and legal advice to

members. Typical presenting issues range from benefit sanctions, managing the daily costs of living, and housing costs, all of which have an impact on members' emotional and mental health.

If today's funding request is approved the charity will deliver 144 drop-in Help Centre interventions each week offering signposting, support with hardship and benefit applications, debt and housing advice. In addition, Body & Soul will run 12 group workshops each year to increase members' personal financial management, 12 legal clinics each year, and complete at least 160 applications for emergency and long-term hardship relief. The post-holder will manage an expanded team of volunteers to assist with the delivery of the work.

Financial Information

The charity advises that, as of 6th November, £1,094,849 (84%) of its forecast income for the year ending 31st December had been confirmed.

Free reserves are expected to remain below target in the current year. The charity expects the free reserve position to improve in 2016 but acknowledges the need for further work and has established an Advisory Board to work towards improving the organisation's sustainability.

Year end at 31 December	2014 Audited	2015 Current Year Budget	2016 Forecast
Income and Expenditure	£	£	£
Income	1,293,746	1,301,500	1,450,000
Expenditure	1,276,354	1,212,000	1,375,000
Unrestricted Funds Surplus / (Deficit)	4,035	(43,000)	131,000
Restricted Funds Surplus / (Deficit)	13,357	132,500	(56,000)
Total Surplus / (Deficit)	17,392	89,500	75,000
Surplus / (Deficit) as a % of turnover	1.3%	6.9%	5.2%
Cost of Generating funds (% of income)	175,423 (13.6%)	154,500 (11.9%)	164,500 (11.3%)
Free unrestricted reserves			
Unrestricted free reserves held at Year End	157,618	114,618	245,618
How many months' worth of expenditure	1.5	1.1	2.1
Reserves Policy target	319,089	303,000	343,750
How many months' worth of expenditure	3	3	3
Free reserves over/(under) target	(161,471)	(188,382)	(98,132)

MEETING: 26/11/2015

Ref: 12911

ASSESSMENT CATEGORY - Reducing Poverty

Latin American Disabled People's Project

Adv: Tim Wilson

Base: Southwark

Amount requested: £72,299

Benefit: London-wide

Amount recommended: £70,300

The Charity

The Latin American Disabled People's Project (LADPP) is a small charity providing skills training, welfare, financial and legal advice to disabled people, their carers and families from the Spanish and Portuguese-speaking communities, in order to improve their quality of life. Whilst not separately identified by the UK census, recent estimates gathered by Queen Mary University of London put London's Latin American population at 200,000 to 400,000. LADPP works with around 5,000 clients each year, assisting where people experience financial hardship as a result of lack of employment.

The Application

LADPP seeks funding for a Community Skills for Work and Welfare Officer. This post-holder will manage an advice programme, with services available four days a week, and manage a small team of volunteers delivering English-language and IT training. This latter element is not part of the Trust's Reducing Poverty programme, but the costs involved (as a result of volunteer delivery) are a very small proportion of the total request to the Trust. In addition, LADPP makes the case that better integration between skills training and advice services will help the charity more effectively address the underlying reasons why their clients experience poverty.

The Recommendation

The charity delivers a wide range of services with a skeleton staff whose level of personal commitment (for example, the Manager gives part of his week voluntarily) is impressive. LADPP relies on bilingual volunteers and has established a wide network of partner organisations to find suitably skilled people. Many clients are isolated, unfamiliar with the support they are entitled to and, where they do work, employed in low-paid, low-skilled jobs with limited opportunities for progression, such as cleaning. Some year one funding has been raised from other sources already and so a slightly lower award is recommended. Given the level of deprivation amongst the client group and LADPP's track record, funding is advised as follows:

£70,300 over three years (£22,600; £23,850; £23,850) for a part time (0.8 FTE) Community Skills for Work and Welfare Officer plus running costs. The offer is made conditional on receipt of satisfactory quarterly management accounts.

Funding History

Meeting Date	Decision
13/02/2013	Application for an organisational coordinator declined for failing to meet the Trust's criteria sufficiently well.
08/09/2005	£54,500 over three years for the salary of a part-time User Development Worker and some running costs.

Background and detail of proposal

London's Latin American population is estimated to have grown fourfold since 2001. Queen Mary University of London data from 2011 describes this community as significantly more likely to be in debt, socially isolated and threatened by poverty than the average Londoner. Whilst the Latin American population is LADPP's primary focus the organisation also receives enquiries, and tries to help where it can, Spanish and Portuguese speakers from other regions, such as Lusophone Africa. The quality of the charity's work is acknowledged by the range of Trusts and Foundations who have awarded small grants in recent years, with donors including the Evening Standard's Dispossessed Fund and the Trust for London. Nevertheless, LADPP is an organisation with a small turnover and heavily reliant on volunteers

Financial Information

At 4th November 2015 the organisation advised that it had secured £71,047 (54.7%) of its forecast income for 2015-16. The charity reports a very low cost of generating funds, explaining that much of its fundraising is done by volunteers and trustees, with neither group receiving remuneration. The figure shown for the cost of generating funds is based on 30% of the Project Manager's salary.

LADPP's free reserves are low, and expected to fall to less than one week's worth of expenditure by 31st March 2016 as the organisation has used its unrestricted funds to sustain services that were previously supported by restricted income. The charity advises this situation will not recur in 2016-17 as new grants are secured for these activities, and that it will begin to start building its level of free reserves.

Given the financial position, the grant offer is made conditional on receipt of satisfactory quarterly management accounts.

Year end at 31 March	2013-14 Independently Examined	2014-15 Draft Accounts	2015-16 Current Year Budget
Income and Expenditure	£	£	£
Income	79,494	84,999	129,847
Expenditure	80,438	74,264	53,430
Unrestricted Funds Surplus / (Deficit)	(6,333)	4,999	(7,284)
Restricted Funds Surplus / (Deficit)	5,389	5,736	83,701
Total Surplus / (Deficit)	(944)	10,735	76,417
Surplus / (Deficit) as a % of turnover	(1.2%)	12.6%	58.9%
Cost of Generating funds (% of income)	3,101 (3.9%)	3,101 (3.6%)	3,101 (2.4%)
Free unrestricted reserves			
Unrestricted free reserves held at Year End	3,268	8,267	983
How many months' worth of expenditure	0.5	1.3	0.1
Reserves Policy target	6,000	6,000	6,000
How many months' worth of expenditure	0.9	1	0.5
Free reserves over/(under) target	(2,732)	2,267	(5,017)

MEETING: 26/11/2015

Ref: 12847

ASSESSMENT CATEGORY - Reducing Poverty

Staying First

Adv: Sandra Jones

Amount requested: £153,020

Base: Hounslow

Benefit: Hounslow

Amount recommended: £153,000

The Charity

Staying First (SF) has operated since 1985 (previously under the name Staying Put Kensington and Chelsea) providing housing, welfare benefit and debt advice; adaptation services to residents in their home; furniture re-use; plus small repairs with painting and decorating services. In 2000 SF became part of the group structure of Shepherds Bush Housing Association (SBHA) with an independence agreement. While SBHA is the parent company, SF has retained its own governance, Memorandum and Articles of Association and finances.

The Application

SF seeks three years' funding to promote and deliver debt and welfare advice to Hounslow residents. It proposes to operate through Food Banks currently active in the borough. This is the first time that the charity has delivered advice in Hounslow, and it will be supporting people who are not resident in SBHA accommodation but the wider population who are indebted and using local Foodbanks. The aim is to alert the users of the Foodbanks of other help available, offering initial advice and providing follow-up expert casework support. This will be achieved by a full time Advice Caseworker.

The Recommendation

SF has many years' experience of providing debt and welfare benefit advice and has good credentials to deliver the project across the five Foodbanks in Hounslow. The charity has a team of benefit advisors and so the Advice Caseworker will be able to draw on their support.

£153,000 over 3 years (£50,000, £51,000, £52,000) for a full time Advice Caseworker and associated costs to promote and deliver debt and welfare benefit advice and provide specialist casework to indebted Hounslow residents.

Funding History

Meeting Date	Decision
07/09/2006	Declined as was a large request to work with young carers in 4 schools in Kensington and Chelsea and where the outcomes were unclear.
08/09/2005	Application withdrawn.

Background and detail of proposal

SF has been in discussion with the five Hounslow Foodbanks, each of which provide food for up to 100 families per week who are on no, or low, income. Working in partnership with the Foodbanks, SF will facilitate drop-in advice sessions on site to help local residents in debt and/or on welfare benefits.

At the sessions, SF will provide initial advice, identifying the issues that need resolution and agree a course of action and appropriate timescales. For more complex enquiries, on-going casework will be undertaken to assist the client to resolve their problem. This service will be published in the Foodbanks as well as local community groups to encourage early signposting and referral. It is anticipated that approximately 60% of all people seen will need on-going casework assistance, which will equate to at least 200 clients per annum.

The need for the service has been evidenced through feedback from the people using Hounslow Community Foodbox, the majority of whom do not currently use local advice services. The local authority has one major advice contract with the local CAB, who are not in a position to undertake outreach in the Foodbanks.

Financial Information

Forecast income for the current year 2015/16 is £3,406,331 of which £3,346,331 (98%) has confirmed as at 22nd October 2015. There is a decrease in income of £952,729 (21.9%) between 2014 and the current year which the charity explains is mainly due to restricted donations of £712,350 in the prior year for future services, along with RBKC decommissioning services during the current year totalling £294,853.

Free unrestricted reserves are below the policy target, and the charity has advised that they are actively working towards increasing their reserves through expansion of their fundraising capacity. As contract funding becomes increasingly competitive, the charity is looking to diversify its funding base by raising more funds from trusts and foundations, individuals and through fundraising events. The charity has not previously reported its cost of generating funds but it has agreed to review this as part of its year-end accounts preparation process.

Year end at 31 December	2014-15 Audited Accounts £	2015-16 Current Year Budget £
Income and Expenditure		
Income	4,356,201	3,406,331
Expenditure	4,062,672	3,392,012
Unrestricted Funds Surplus / (Deficit)	92,353	(8,065)
Restricted Funds Surplus / (Deficit)	201,176	22,384
Total Surplus / (Deficit)	293,529	14,319
Surplus / (Deficit) as a % of turnover	6.7%	0.4%
Cost of Generating funds (% of income)	-	-
Free unrestricted reserves		
Free unrestricted reserves held at Year End	476,772	468,707
How many months' worth of expenditure	1.4	1.7
Reserves Policy target	1,015,668	848,004
How many months' worth of expenditure	3.0	3.0
Free reserves over/(under) target	(538,896)	(379,297)

MEETING: 26/11/2015

Ref: 12908

ASSESSMENT CATEGORY – Resettlement and Rehabilitation of Offenders

Pecan

Amount requested: £75,000

**Adv: Tania Bronstein
Base: Southwark
Benefit: London-wide**

Amount recommended: £75,000

The Charity

Pecan is a Christian organisation started by local churches in Peckham to support vulnerable people, including ex-offenders, people with mental health issues, those who are long-term unemployed and families living in poverty. Services include: information, advice and guidance; employment support; a food bank; a project titled *Hourbank* promoting skill exchanges amongst people unable to pay for services; and *Moving On* (the subject of this request). Pecan supported 6,542 people in 2014/15.

The Application

Pecan seeks £25,000 per year for each of three years towards *Moving On*, a pan-London mentoring programme for women aged 18-25 leaving custody. *Moving On* works with women for at least a year, first at prison, through the gate and then post release. Mentors offer one-to-one practical and emotional support to reduce risks of reoffending, including addressing housing, education, training, employment, and financial issues, as well as problem spots such as addictions and domestic violence.

The Recommendation

The project has been hailed by independent sources as an exemplary of good practice. These highlight early engagement in prison and sustained, goal-focused, bespoke support in the community as significant factors leading to low re-offending rates. A grant as requested is advised:

£75,000 over three years (3 x £25,000) to contribute towards revenue costs of supporting London women under 25 leaving custody to desist from reoffending.

Funding History

Meeting Date	Decision
19/06/2014	Declined as the application was, according to information received, a religiously restricted post.

Background and detail of proposal

For the past three years, and with funding from the Big Lottery, *Moving On* has supported 50-60 young women annually, first in prison and then on release, helping them to tackle issues related to their offending behavior, and to achieve stable lifestyles. So far, just 17.4% of the beneficiaries have returned to prison (most for breaking bail conditions rather than re-offending), which is well below average reconviction rates within one year of release for women (45%) and for young people (58%). The project recently obtained the Mentoring and Befriending Association's Approved Provider Award, is being carefully and robustly monitored, and was positively evaluated by the University of Greenwich last year. *Meaningful Mentoring*, a report by the Centre for Social Justice published in 2014, describes *Moving On* as "the most impressive women's mentoring project" of 25 projects studied.

Big Lottery funding for *Moving On* ended last September. The project has continued, albeit at a reduced scale, and is supporting nine service users. Pecan intends to raise £453,615 over three years, which would support up to 36 young women annually. To date, it has raised £153,900 (34% of the costs). There is a phased growth programme whereby beneficiary numbers would increase as and when new funds are secured. This shows that, if this application were successful, the project would support 25 young women annually. Pecan is applying to other charitable funders and is working towards longer-term funding as sub-contractor under *Transforming Rehabilitation*, the government policy to outsource probation services to the independent sector.

Although Pecan is a Christian charity, *Moving On* works with young women from all faiths and none, and does not seek to proselytise in any way.

Financial Observations

Forecast income in the current year (2015/16) is £761,295 of which £447,259 (59%) had been secured by 21st October 2015.

Free reserves are marginally ahead of the charity's reserve policy target to hold six months' worth of expenditure. The charity advises that it intends to use some of these funds next month to meet the start-up costs of a social enterprise upcycling furniture for sale to offer work experience for unemployed people, which is hoped to also bring steady unrestricted income for the charity in the future.

The audited accounts for the year-ended 31 March 2015 did not disclose the cost of generating funds. The charity estimates such costs to be £28,000 in 2015/16, which is low (3.7% of income). The charity advises that this cost is expected to increase following the appointment of a fundraising officer in September 2015 and establishing the social enterprise in November. The charity has confirmed that cost of generating funds will be calculated and shown in its year-end audited accounts in future.

Year end at 31 March	2015 Audited Accounts	2016 Current Year Forecast
Income and Expenditure	£	£
Income	787,031	761,295
Expenditure	802,459	761,000
Unrestricted Funds Surplus / (Deficit)	(25,482)	295
Restricted Funds Surplus / (Deficit)	13,428	-
Endowment Funds Surplus/(Deficit)	(3,374)	
Gain on investments	17,926	
Total Surplus / (Deficit)	2,498	295
Surplus / (Deficit) as a % of turnover	0.3	0.03
Cost of Generating funds (% of income)		£28,000 (3.7%)
Free unrestricted reserves		
Unrestricted free reserves held at Year End	490,187	490,482
How many months' worth of expenditure	7.3	7.7
Reserves Policy target	401,230	380,500
How many months' worth of expenditure	6	6
Free reserves over/(under) target	88,957	109,982

MEETING: 26/11/2015

Ref: 12917

ASSESSMENT CATEGORY - Strengthening London's Voluntary Sector

Interlink Foundation

Adv: Jenny Field

Amount requested: £80,000

Base: Hackney

Amount recommended: £80,000

Benefit: North London boroughs

The Charity

Established in 1990, Interlink Foundation is the infrastructure organisation serving the Orthodox Jewish (Charedi) voluntary and community sector, operating in London and in Manchester. Its London offices are based close to the border of Hackney and Haringey and it is the intention to open a satellite office in Barnet in order to improve the service offered to local groups in that area.

The Application

Interlink Foundation has been instrumental in enabling the Charedi voluntary sector to collaborate with the wider voluntary sector in order to meet the needs of members of their own community and beyond. In April 2012, you approved a grant of £120,000 over three years towards a project developing partnerships between Charedi community groups and mainstream organisations. This application requests funding for a further two years. Whilst three years is the maximum period that you will usually fund a particular activity or project within an organisation, your policies allow you to consider funding for a further two years, work which is of strategic importance to London. You have taken the view that infrastructure support for the sector, whether local, sub-regional or London-wide, meets that criterion.

The Recommendation

Interlink Foundation has established a good reputation for the quality of its work and is one of London's key infrastructure organisations. During the past three years, it has established strong partnerships between Charedi community groups and mainstream organisations, such as London Youth, National Council for Voluntary Youth Services, KIDS and Age UK, amongst others. Funding has enabled it to establish its Community Interest Company as a subsidiary through which it leads its member organisations in making consortia bids for public sector contracts. It currently manages 5 consortia and in addition it works closely with borough based consortia bidding vehicles in Hackney and Haringey. It is a steering group member of both City and Hackney Together and Together North London. Funding for a further two years would enable it to build on this valuable work.

£80,000 over two years (2 x £40,000) towards the salary and related running costs of a project supporting partnership and collaboration amongst Charedi organisations in North London.

Funding History

Meeting Date	Decision
26/04/2012	£120,000 over three years (3 x £40,000) towards the salary and associated running costs of a project developing partnerships between Charedi community groups and mainstream organisations which tackle disadvantage and create opportunities for everyone.
22/01/2009	£80,000 over two years (2 X £40,000) towards the salary and related running costs of 2 part-time Development officers to support Orthodox Jewish community organisations improve their organisational and management skills.
17/05/2005	£120,000 over three years (3 x £40,000) towards salary and running costs of 2 part-time Development Officers to support Orthodox Jewish community organisations improve their organisation and management skills.

Background and detail of proposal

After more than a decade of Interlink's work to raise awareness of the needs of the Orthodox Jewish community, Charedi disadvantage is now well documented. The report by the Institute for Jewish Policy Research in 2011 *Child Poverty in the British Jewish Community* used Census data to identify that over a quarter of Jews in Hackney were living in overcrowded conditions and the percentage of Hackney Jews with no qualifications in the 16-49 age band was approximately 40%.

During the past three years of the Trust's grant there have been a number of key achievements. These include more Charedi organisations working outside their own community, in partnership with the wider voluntary sector and the public sector. This strategically important shift marks a change in how the Charedi voluntary sector interacts with the wider civil society. It has enabled several new partnerships to be formed to address socio-economic needs, such as worklessness (with more Charedi people accessing training and employment advice and moving into employment); services for young people (through partnership with key youth organisations); and transitioning disabled people into independent living (by bringing together Charedi organisations with local authorities, colleges and mainstream voluntary sector providers with disabled people and their carers, in order to promote the development of services and greater participation).

Financial Information

Forecast income in the current year is £851,494 of which £278,794 (33% had been confirmed by 6th November 2015).

Interlink's Cost of Generating Funds appears low. It represents the amount of staff time spent on fundraising activities, principally in the form of grant applications to trusts and foundations, together with modest publicity costs. However, it probably also should include the amount of staff time spent on tendering for training, consultation and other contracts to deliver public services in partnership with local voluntary organisations. This has been raised with the organisation which has undertaken to review how it calculates this cost.

Year end at 31 March	2013/14 Audited Accounts	2014/15 Draft Accounts	2015/16 Current Year Budget
	£	£	£
Income and Expenditure			
Income	700,230	808,444	851,494
Expenditure	715,947	740,763	851,112
Unrestricted Funds Surplus / (Deficit)	17,216	25,090	67,115
Restricted Funds Surplus / (Deficit)	(32,933)	42,591	(66,733)
Total Surplus / (Deficit)	(15,717)	67,681	382
Surplus / (Deficit) as a % of turnover	(2.2%)	8.4%	0%
Cost of Generating funds (% of income)	10,437 (1.5%)	6,708 (0.8%)	7,911 (0.9%)
Free unrestricted reserves			
Free unrestricted reserves held at Year End	171,492	170,579	237,694
How many months' worth of expenditure	2.9	2.8	3.4
Reserves Policy target	178,986	185,190	212,778
How many months' worth of expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(7,494)	(14,611)	24,916

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MEETING: 26/11/2015

Ref: 12859

ASSESSMENT CATEGORY - Strengthening London's Voluntary Sector

LandAid Charitable Trust

Adv: Tim Wilson

Amount requested: £58,701

Base: Westminster

Benefit: London-wide

Amount recommended: £58,500

The Charity

LandAid is a charitable foundation without endowment working to raise funds from the commercial property industry which it then distributes as grants to charities supporting children and young people. Established 30 years ago, LandAid originally focused on international organisations before switching to UK groups. In coming years it will concentrate its support to charities addressing youth homelessness. LandAid beneficiaries usually own or have a long-lease on property. Since 2013 LandAid has offered pro bono support, matching property industry experts with partner charities. Several City Bridge Trust grantees have benefited from LandAid brokered support, most recently the Koestler Trust.

The Application

LandAid seeks funding to expand its pro bono operations in London. The Trust is asked to fund half the costs of the charity's Pro Bono Manager, an amount equivalent to the level of service delivery that London organisations typically request. The manager will work to expand the network of property companies engaged in the programme and to increase demand from beneficiary charities.

Unlike the legal profession where the provision of pro bono hours is something of an expectation, there is no equivalent norm in the buildings' industry. LandAid plans to engage a further 45 London companies with the pro bono programme over the course of the grant, and in turn intends to facilitate support to 45 London charities. Each pro bono intervention is expected to be equivalent to £7,000 of professional fees, which means that a Trust grant could unlock over £300,000 of value to the sector (before counting the benefit arising from the interventions). By way of comparison LandAid calculates that it facilitated £138,000 of pro bono support in 2013-14 and that this led to over £1.2m of savings and benefit for participating charities.

The Recommendation

Research validates the need for LandAid's proposed support. A 2014 study by the Ethical Property Foundation and Charity Commission surveyed over 200 organisations and found that almost half thought property was the greatest risk to their long-term survival. A third had paid for commercial property advice, and a further 40% relied on informal advice from friends and contacts. At a time when there is pressure on charities to make efficiency savings, the support of LandAid's network of property professionals could generate significant benefit to London's voluntary sector. Funding is advised as follows:

£58,500 over three years (£19,000; £19,500; £20,000) to cover half the costs of LandAid's full-time Pro Bono Manager.

Funding History

None

Background and detail of proposal

Charities can approach LandAid for grant-funding, for pro bono support, or for both. LandAid uses management information systems as well as the expertise of its Pro Bono Manager to provide the match between charity and property professional. Charities are supported to make specific requests so the scope of support is clear and then records are kept of hours provided, value of work and (where possible) impact generated.

Financial Information

Forecast income for the current year 2015-16 is £1,675,464 of which £769,994 (46%) had been confirmed by 23rd October 2015. The charity advises that it receives major donations from the building industry throughout the year and reports that the relatively high proportion of unconfirmed income at this stage is not unusual.

Free reserves at the 31st of March 2015 were £363,802 and are forecast to remain at this level at the end of the current year on 31 March 2016. This level of free reserves is £113,802 (46%) higher than the charity's reserves policy target to hold £250,000, which is equivalent to 1.8 months' worth of expenditure. In the view of officers this is a low target, below the usual 3 – 6 months held by many charities to cover the costs of winding-down and to manage unforeseen expenditure. The level of reserves has been discussed with the applicant who has advised the Trust that it plans to review its finance policies in 2016 and is likely to increase the target for free reserves. At the level currently held, officers do not believe LandAid's free unrestricted reserves to be excessive.

The charity has cut its costs of generating funds in recent years following an efficiency review of its fundraising operations.

Year end 31 March	2014-15 Audited Accounts	2015-16 Current Year Budget
Income and Expenditure		
Income	£ 1,726,828	£ 1,675,464
Expenditure	1,867,934	1,675,464
Unrestricted Funds Surplus / (Deficit)	(147,773)	0
Restricted Funds Surplus / (Deficit)	6,667	0
Total Surplus / (Deficit)	(141,106)	0
Surplus / (Deficit) as a % of turnover	(8.2%)	0%
Cost of Generating funds (% of income)	370,690 (21.5%)	325,131 (19.4%)
Free unrestricted reserves		
Unrestricted free reserves held at Year End	363,802	363,802
How many months' worth of expenditure	2.3	2.6
Reserves Policy target	250,000	250,000
How many months' worth of expenditure	1.6	1.8
Free reserves over/(under) target	113,802	113,802

Committee	Date:
City Bridge Trust	26 th November 2015
Subject: Applications recommended for rejection	Public
Report of: Chief Grants Officer	For Decision

Summary

This report and the accompanying schedule outlines a total of 11 grant applications that, for the reason(s) identified, are recommended for rejection.

Recommendation

Members are asked to:

- Reject the grant applications detailed in the accompanying schedule

Main Report

1. There are a total of 11 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.
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.

Ciaran Rafferty
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CBT iL Recommended for Rejection
The City Bridge Trust Committee - 26th November 2015
Summary of Recommendations for Rejection - Investing in Londoners

Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
<u>English for Speakers of Other Languages</u>				
12983 Acknowledging Youths CIC	Delivery of English Language Courses - English for Speaker of Other Languages (ESOL)	Proposal does not meet your criteria for this programme area. The application is for work with 18-24 year olds (who are not the focus of your funds) and is more focused on career development (employment outcomes).	£144,631	CR Westminster
12924 Indoamerican Refugee and Migrant Organisation (IRMO)	Our English for Work project provides free ESOL and IT classes and employment support to un- and underemployed adults to improve job prospects and integration.	Much of this proposal falls outside your particular focus under this programme and includes several activities (eg IT classes) which you do not fund.	£58,551	CR Lambeth
12926 Significant Seams CIC	English language tuition and wider support for isolated women across ethnic communities in Walthamstow, through a combination of classroom, sewing circle, and family learning environments.	Request from a small organisation where the grant, if awarded, would be significantly greater than 50% of the organisation's income.	£99,894	CR Waltham Forest
12950 Somali Education Centre	Improve English language for working age group from Somali Community and other Ethnic Minority group	Annual sum requested is equivalent to organisation's annual turnover and includes a considerable proportion for "incentives for students". ESOL for adults is not a current strand of the organisation's work, given that it is mostly youth focused.	£29,180	CR Islington

Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
<i>Total English for Speakers of Other Languages (4 items)</i>			<u>£332,256</u>	
<u>Improving Londoners' Mental Health</u>				
12981 Islington Mind	Expanding and developing Islington Mind's LGBT service to a pan London service, responding to the needs of vulnerable LGBT clients (Asylum seekers, refugees and Trans)	The application is for very specialised work but it is not clear from the application that the organisation has the specialist skills required for delivery or at the scale proposed. There is no evidence of consultation with or knowledge of other providers in the field.	£95,078	JNM Islington
12975 Mind in Harrow	To increase (i)access to and (ii)appropriateness of Mind in Harrow's mental health services so we reach 275 more LGBT/refugee/asylum-seekers who experience disproportionate mental health problems.	This proposal is to improve the applicant's competence to cater for asylum seeker/refugees and the LGBT community. However, interventions to meet the needs of the former are already funded (by at least seven other funders), and interventions addressing the LGBT community are not substantial, while effectively this request to the Trust is for core funding.	£65,163	TB Harrow
12769 National Survivor User Network	To strengthen networking and mutual support between people with lived experience of mental distress across London, improving mental health and reducing risk of harm.	The application offers little evidence on meeting the Trust's specific priorities under this programme. The main thrust of the proposal is to develop and deliver local networking activities and events; and other activities which were inadequately focussed on meeting the Trust's outcomes.	£75,000	SFJ Lambeth
<i>Total Improving Londoners' Mental Health (3 items)</i>			<u>£235,241</u>	

Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
<u>Making London More Inclusive</u>				
12945 St Paul's Church Covent Garden	To install a universally accessible toilet in the foyer of the church, to improve accessible provision.	Despite having an independent access audit which made several recommendations, this application is solely to provide an accessible toilet and does not reassure your officer of a genuine commitment to disability access. The organisation has sufficient free reserves to self-fund.	£30,000	CR Westminster
12922 Westway Community Transport	Purchase of 2 wheelchair accessible minibuses with Euro VI engines to cope with increased demand following the demise of Hammersmith & Fulham CT in 2014.	Request is for funding towards 2 new minibuses, which fall outside your priorities. The previous grant made was to enable them to become self-sustaining, including for the replacement of vehicles.	£100,000	CR Kensington & Chelsea
<i>Total Making London More Inclusive (2 items)</i>			<u>£130,000</u>	
<u>Older Londoners</u>				
12968 Holy Mission Guru Nanak	Our Project aims to give older people (over 75s) access to services to improve physical, emotional, social & nutritional wellbeing.	A poor application with conflicting information and where the likely outputs do not warrant the funding of the full time post requested. Reporting on a previous grant was late.	£154,494	TB Barnet
<i>Total Older Londoners (1 item)</i>			<u>£154,494</u>	

Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
<u>Resettlement and Rehabilitation of Offenders</u>				
12914 Black Police Association Charitable Trust	Deliver nine 8 week challenging reoffending programmes for 72 young offenders, linked to pathways to employment, training, apprenticeships and implementing a shadowing programme for ex/offenders.	The organisation has a history of operational, financial, deficits and currently has a low level of free reserves. The application was incomplete; some of the figures contradictory; and the proposal insufficiently addresses your particular criteria/outcomes and has some statutory overlaps.	£89,611	TB Hackney
<i>Total Resettlement and Rehabilitation of Offenders (1 item)</i>			<u>£89,611</u>	
Grand Totals (11 items)			£941,602	

Committee	Date:
City Bridge Trust	26 November 2015
Subject: Grants/expenditure considered under Delegated Authority	Public
Report of: Chief Grants Officer	For Information

Summary

Recommendation

Members are asked to:

- Receive this report and note its contents

Main Report

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.

Decisions on applications of over £25,000 and up to £50,000 may be approved by the Chief Grants Officer in consultation with the Chairman and Deputy Chairman, with reference to the Chamberlain.

2 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.

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.

Requests < £10k

Institute of Contemporary Arts	£4,000 for the wage costs of 2 Arts Apprentices (Visitor Services and Operations) for 1 year.
Marx Memorial Library & Workers' School	£1,800 to commission an independent access audit for the Library.
St Peter's Bethnal Green	£1,683 for the costs of commissioning an independent access audit and appraisal and related works management.
Strategic Initiative – Paddington Development Trust	£5,000 to contribute to the London Communities Commission.

Eco Audit - All Souls Parochial Church Council £2,000 (5 days) to provide an eco-audit

Eco Audit - ShareAction £4,600 towards the costs of an Eco Audit.

Requests £10k - £25k

Stroke Action London £20,000 towards the salary and running costs of the BeActive Well-Being Service for stroke survivors in Enfield.

Requests £25k - £50k

Urban Partnership Group £26,140 for a third's year support of ESOL pre-entry and Level 1 training for 70 individuals from disadvantaged backgrounds and for whom no other training is available. The grant will support a qualified ESOL Tutor for 14 hpw during term time plus related operational costs.

Table 1 – Funds approved under delegated authority in financial year to date.

Applications at Committee	< £10k		£10k - £25k		£25k - £50k	
	£	No.	£	No.	£	No.
May 2015	£5,500	3	0	0	0	0
July 2015	£21,185	9	£74,500	4	£627,100*	17*
Sept 2015	£30,800	10	£75,805	5	£331,220	8
Nov 2015	£19,083	6	£20,000	1	£26,140	1
Total for year to date	£76,568	28	£170,305	10	£984,460	26

** All of the grants approved in this category in July were under the Stepping Stones programme*

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Committee	Date:
City Bridge Trust	26 th November 2015
Subject: Withdrawn or Lapsed applications	Public
Report of: Chief Grants Officer	For Information

Summary

This report informs Members of 3 applications received which subsequently have been withdrawn by the applicant, or lapsed due to the absence of the information required to undertake a full assessment.

Recommendation

Members are asked to:

- Receive this report and note its contents

Main Report

Withdrawn Applications:

Organisation

Purpose of Request

Community of Refugees from Vietnam - East London

“Our advice service supports Vietnamese and Chinese people to improve their financial situation and reduce poverty leading to a better quality of life.”

The organisation has withdrawn this proposal on the realisation that it has sufficient funds in place for this project for at least another year.

Sangam Association of Asian Women

“To introduce the first phase of the 'SANGAM Health and Wellbeing Centre' by developing the 'Transforming Ageing Project' to address health inequalities of Older Londoners.”

Application has been withdrawn by

the organisation as it wished to revise its request.

William Wilberforce Trust

“Funding the salary and related costs of the Crosslight Operations Manager over 3 years - a key post for the running of Crosslight Debt Advice.”

Application withdrawn in order to submit a new proposal when the organisation has become fully independent in the near future.

Lapsed Applications:

None

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Committee	Date:
City Bridge Trust	26 th November 2015
Subject: Variations to grants awarded	Public
Report of: Chief Grants Officer	For Information

Summary

This report informs Members of 2 grants where variations have been agreed by the Chief Grants officer since your last meeting.

Recommendation

Members are asked to:

- Receive this report and note its contents

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.

Havering Association of Community & Voluntary organisations (HAVCO)

In September 2014 you awarded HAVCO £156,500 over three years to support the delivery of a borough-wide volunteering service, including the post of Volunteer Centre Manager. The grant commenced in November 2014. This summer the organisation contacted the Trust to say that the local authority was putting some of its contracts out to tender and that, as a result, it was likely to lose some essential funding. As a result, HAVCO decided on a planned closure. It has kept the Trust informed throughout the wind down period. The post funded was paid up until the third week of September, leaving a balance remaining on the original grant of £114,412 – which has now been revoked.

Eaves Housing for Women Ltd

Eaves was awarded a grant of £103,000 in February 2014 towards the salary of a Research & Development Manager post and other costs over two years. The grant, due to end next March, has been operating successfully to date. Last September, however, funders became aware that the organisation was struggling financially, which was confirmed at a meeting hosted by Comic Relief. All funders, including the Trust, were subsequently advised that Eaves would go into administration at the end of October. This process has been planned and funders kept informed throughout. Where possible, efforts have been made to transfer funded services to other, appropriate, providers. With the remainder of your grant (£26,000) it has been

agreed that this be transferred to the Nia Project, to continue the service through to the end of March 2016.

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Committee	Date:
City Bridge Trust	26 th November 2015
Subject: Report on monitoring visits	Public
Report of: Chief Grants Officer	For Information

Summary

This report introduces reports from monitoring visits to the Ascension Community Trust and Kingston Voluntary Action.

Recommendation

Members are asked to:

- Receive this report and note its contents

Main Report

1. You receive monitoring visit reports at each of your meetings. These are in addition to the three 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 the most recent six-monthly statistical monitoring report was submitted to your March 2015 meeting. As highlighted in this meeting’s Chief Grants Officer’s progress report, there has been a delay with the six-monthly statistical report and it will be submitted to your January 2016 Committee.
2. The reports to this Committee are from visits to the Ascension Community Trust and Kingston Voluntary Action. The first award, relatively modest in size, supports work to tackle isolation amongst older people. The second is a larger grant and funds capacity-building by an infrastructure organisation working with frontline charities across six London boroughs.

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MONITORING VISIT REPORT: Ascension Community Trust 11355

1.1 Date of visit: March 17 th 2015	1.2 Name of visiting Grants Officer: Joan Millbank	1.3 People met with: Malathy Muthu, Manager Beryl Callison, Elders Activity Co-ordinator 8 service users
1.4 Programme Area & Outcomes: Older Londoners (Fewer older people with depression & more people reporting improved well-being)		
1.5 Purpose of the award: £24,400 over two years (£12,000; £12,400) towards the continuing cost of the Elders Project Co-ordinator's salary.		
MONITORING INFORMATION		
2.1 Project Outcome 1: Reduced social isolation. <p>Progress made: ACT's programme of activities continues to be provided two days each week (Tuesday and Thursdays). The post holder spends a further two days each week on outreach, home visits, project organisation and administration. Weekly activities include informal conversation, cooked lunch followed by activities for example, armchair exercise, tea dances and bingo. The charity also undertakes informal reminiscence work.</p> <p>Informal session feedback and results from ACT's annual user survey highlights that users feel less isolated as a result of the charity's support. Discussion with users on the monitoring visit confirmed this assertion; older people said that the sessions provided an opportunity (and for some the sole opportunity) to leave their homes, to find companionship and to make friends. Asked what they would do if the session were unable to run, all eight said that they would spend more time alone in their homes.</p>		
2.2 Project Outcome 2: Improved health and wellbeing. <p>Progress made: The service users, project manager and co-ordinator all expressed the view that their health (i.e. older people) had improved and the risk of more serious physical and mental health conditions had been reduced. The staff view was informed by comments from family members, and views expressed by the service users, informally and via the annual users survey. Most significantly, tracking via the Newham StayWell initiative, of which the project is a member, has found that older peoples' request for GP appointments had reduced. Discussion with users on the monitoring visit confirmed this view point; all said that they felt healthier as result of undertaking physical exercise, more alert because they were engaged and stimulated, and all felt more positive and had an increased sense of wellbeing.</p>		

GRANT OFFICER COMMENTS

The project is on course to meeting its anticipated targets. In the last year 165 people over the aged of 55 years attended the club on one or both activity days of whom 55% were aged 75 years plus. Participants reflect the local population i.e. mainly white women, most of whom have lived in the neighbourhood for many years, are widows who now live alone and with families that have moved away. The organisation is aware of changing needs relating to people living longer and in consequence the wider field of need. It has also recognised the growing numbers of older men who live alone and is considering how it can engage with them.

For a small project it is doing well in meeting its outcomes. It recognises the value of being part of a wider health initiative (Newham Staywell programme) both in terms of addressing the health needs of its older users but also, as a small community-based group, gaining organisational support and information including being part of a client tracking and monitoring system.

The grantee identified two challenges: getting isolated older people to leave their homes and helping them manage their personal budgets. The level of the Trust grant gives capacity to the project to undertake outreach as well as running the direct activities by allowing the worker time to conduct home visits to inform, reassure and encourage the individual to attend. It has found that many older people do not understand the purpose of personal budgets, and see it as an additional benefit rather than money to 'buy in' services. It has also identified examples where the person's family manage the budget and does not always use it for their direct benefit. It would appreciate more support particularly from and within Newham.

The grantee commended the Trust on maintaining a funding programme to benefit older Londoners and suggested that five year funding would be helpful.

Overall a good community-based project which is addressing a Trust priority in an effective way.

MONITORING VISIT REPORT: Kingston Voluntary Action 11662

<p>1.1 Date of visit: September 2015</p>	<p>1.2 Name of visiting Grants Officer: Sandra Jones with Scott Morgan (Graduate Trainee)</p>	<p>1.3 People met with: Kate White</p>
<p>1.4 Programme Area: Strengthening the Third Sector (New & strategic approaches to using ICT)</p>		
<p>1.5 Purpose of the award: £195,000 over three years (3 x £65,000) towards Superhighways, an ICT project supporting voluntary and community organisations in six boroughs in South London. Grant awarded in February 2013.</p>		
<p>MONITORING INFORMATION</p>		
<p>2.1 Project Outcome 1: Charities will have gained the knowledge / confidence to implement digital tools to improve monitoring and evaluation</p> <p>Progress made: KVA has delivered eight training sessions on specific tools and applications since the first payment was made in December 2013, engaging 38 charity sector staff so far. In addition the organisation has developed online training resources and delivered remote support (by email and phone) as well as on-site. Targets for follow-up support have been exceeded. Across all services the grantee is using evaluation forms to measure progress, outcomes and quality of delivery.</p>		
<p>2.2 Project Outcome 2: Charities will implement new database systems and transform how they capture and report on outcomes</p> <p>Progress made: KVA has delivered in-depth support to a number of organisations, helping them gauge how best to transform the ways in which they capture and report on outcomes. The project team has delivered advice ranging from better use of Excel through to signposting to off-the-shelf databases. KVA report they will change the way this support is delivered in the coming year of the project with a more structured application process for groups seeking database support. KVA continue to track the progress made by those organisations they worked with in the first year of grant funding to start measuring the impact any new databases or system improvements have had.</p>		
<p>2.3 Project Outcome 3: Charities communicate the outcomes of their work more effectively</p> <p>Progress made: KVA has worked with groups to help them present outcomes data on their own websites, through social media and the use of a range of digital platforms (including audio and visual channels). The charity has worked to raise awareness of outcome communication through workshops and presentations about free tools. Throughout, KVA has built a dossier of examples of good practice including new formats for annual reviews, use of infographics and other engaging visualisations of data, including mapping. Whilst the ethos of Impact Aloud is building the capacity of</p>		

groups to do things for themselves, staff involved in the project continue to develop their own expertise in a range of digital tools.

2.4 Project Outcome 4: Charities become more sustainable, better able to evidence outcomes to attract funding and win contracts

Progress made:

At this stage, only anecdotal evidence exists of progress made against this outcome. The staff involved in Impact Aloud state that improvements made by client organisations to digital systems are leading to improvements in the capture and reporting of outcomes, but note that most of the groups supported either aren't totally up and running with their new system or haven't been using their new systems long enough to really evidence this at this stage. All groups supported so far understand that KVA wish to track progress against this outcome as part of the project, and should be better placed to report against this outcome in future monitoring reports to the Trust.

2.5 Project Outcome 5: Charities will be more aware of tools they could implement to improve monitoring and evaluation

Progress made:

KVA has delivered 12 standalone awareness raising sessions and a further 7 sessions via networks. In this, they have exceeded the target for their grant. There is a Superhighways monthly email bulletin with news for a network of 2,400 subscribers, in addition to which articles have been placed in the general KVA bulletins as a way of encouraging new subscriptions to the dedicated digital briefing. The Superhighways team has attended 16 network meetings over the year with 208 attendees to promote their work, and ran an annual event (Impact Aloud) to promote digital platforms for outcome monitoring and reporting (City Bridge Trust spoke at this event).

GRANT OFFICER COMMENTS

This is an ambitious project working across six south London boroughs, and there is evidence so far that take-up has been greater in some areas (notably Kingston) than other (for instance, Bromley). This appears to reflect the relative strengths of the borough infrastructure organisations and Trust officers will continue to monitor progress through annual returns from KVA.

The Superhighways team is offering specialist, bespoke support to a wide range of groups through this programme. Different levels of expertise are being catered for and the approach is intended to be as practical as possible. Demand is high, and to manage this staff prioritise those groups who have taken the time to frame their requests clearly with set clear objectives and who have the capacity to manage the intervention.

Overall, the project offers good support to its network and is taking positive steps to extend the network it communicates with.

Committee	Date:
City Bridge Trust	26 th November 2015
Subject: Events attended	Public
Report of: Chief Grants Officer	For Information

Summary

This report incorporates a schedule of the key meetings and events attended by Members and officers since your last meeting.

Recommendation

Members are asked to:

- Receive this report and note its contents

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CITY BRIDGE TRUST

Professional Development Events, Conferences and Seminars Attended 3rd September to 10th November 2015

Date	Organisation	Type of Event	City of London's Representative	Location/ Borough	Summary
7 th September	London Funders	Meeting	Ciaran Rafferty, Principal Grants Officer	O2 Hub, Hoxton	A meeting of funders to consider some of the issues arising from the closure of Kids Company.
16 th September	Association of Charitable Foundations (ACF)	Launch Event	Chief Grants Officer	Senator House, London EC4	An event for the launch of Foundation Giving Trends (research findings by Professor Cathy Pharoah, Co-director of Centre for Charitable Giving and Philanthropy at Cass Business School, and Richard Jenkins, Head of Policy at ACF.
18 th September	Islington Giving	Board Meeting	Deputy Chief Grants Officer	Cripplegate Foundation	Quarterly Board Meeting.
18 th September	NCVO	Board Meeting	Deputy Chief Grants Officer	NCVO	Quarterly trustees' meeting.
24 th September	Esmée Fairbairn Foundation	Seminar	Deputy Chief Grants Officer	Esmée Fairbairn Foundation	Seminar on place-making with a presentation by the Living Space Project.
28 th September	London Councils	Consultation Meeting	Deputy Chief Grants Officer	London Funders	Consultation meeting on the future of London Councils' grant funding.
28 th September	Comic Relief	Meeting	Ciaran Rafferty, Principal Grants Officer	Albert Embankment	A meeting of funders to consider the current financial position/viability of Eaves Housing.

1 st October	Brockwell Community Greenhouses	Annual team volunteering day	All staff	Lambeth	An enjoyable volunteering day where staff worked with one of the Trust's grantees to make improvements to the site.
5 th October	London Voluntary Service Council	Seminar	Tim Wilson, Principal Grants and Social Investment Officer	Islington	A briefing event for organisations interested in applying to the current round of the Trust's Stepping Stones Fund.
5 th October	Superhighways	Conference	Tim Wilson, Principal Grants and Social Investment Officer	Wimbledon	The Trust was invited to speak about the role of digital in monitoring and evaluation at an event for charities.
6 th October	London Funders	Consultation event	Deputy Chief Grants Officer	Cripplegate Foundation	A stakeholder consultation event by New Philanthropy Capital for London Funders.
13 th October	Institute for Voluntary Action Research	Seminar	Deputy Chief Grants Officer	London Funders	A meeting of the reference group on place-based funding.
15 th October	London Voluntary Service Council	Seminar	Tim Wilson, Principal Grants and Social Investment Officer and Eva Varga, Consultant	Islington	A briefing event for organisations interested in applying to the current round of the Trust's Stepping Stones Fund.
21 st October	Association of Charitable Foundations	Seminar	Tim Wilson, Principal Grants and Social Investment Officer	Camden	Your officer chaired a seminar for Trusts and Foundations with an interest in collective impact.
22 nd October	Children England	Seminar	Tim Wilson, Principal Grants and Social Investment Officer	Islington	A briefing event for organisations interested in applying to the current round of the Trust's Stepping Stones Fund.
22 nd October	Trust for London	Seminar	Ciaran Rafferty, Principal Grants Officer	London Museum	Presentation of the latest London Poverty Profile research.
28 th October	Institute of Fundraising	Conference	Tim Wilson, Principal Grants and Social Investment Officer	Camden	Your officer was invited to speak at a conference for the Fundraisers in Christian Organisations network.

29 th October	London Voluntary Service Council	Seminar	Tim Wilson, Principal Grants and Social Investment Officer	Islington	A briefing event for organisations interested in applying to the current round of the Trust's Stepping Stones Fund.
30 th October	City Bridge Trust	Away-day	Chairman; Deputy Chairman; Members; Officers	Buzzacott, Wood Street	A half away-day to reflect and consider future plans.
2 nd November	Social Finance	Steering Group	Tim Wilson, Principal Grants and Social Investment Officer	Westminster	A steering group meeting for Trusts and Foundations supporting the work of Social Finance's Impact Incubator project.
3 rd November	Big Lottery Fund	Breakfast meeting	Deputy Chief Grants Officer	Big Lottery Fund	An opportunity to meet the Big Lottery Fund's senior management team and a good networking opportunity.
3 rd November	City of London Corporation	Members' Development	Chief Grants Officer and Tim Wilson, Principal Grants and Social Investment Officer	Guildhall	Your officers presented the Trust's grant-making, social investment and philanthropy work at a Members' Development session.
4 th November	City of London Corporation	Induction event	Ciaran Rafferty, Principal Grants Officer	Guildhall	Your officer spoke to the latest intake of CoL employees about the Trust and Bridge House Estates.
4 th November	Association of Charitable Foundations	Annual conference	Chief Grants Officer, Deputy Chief Grants Officer, Joan Millbank, Grants Officer, Becky Green, Grants Assistant	British Medical Association	The ACF's annual conference the theme of which was independence.
6 th November	Trust for London	Meeting	Ciaran Rafferty, Principal Grants Officer	Little Britain	A meeting of the management group of the <i>Moving on Up</i> initiative (co-funded by trust for London and City Bridge Trust to hear of progress made in the first 6 months.
9 th November	NCVO	Board Meeting	Deputy Chief Grants Officer	NCVO	A quarterly meeting of NCVO's Trading Board, of which the DCGO is a member.

General Events and Receptions
Attended 3rd September to 10th November 2015

Date	Organisation	Type of Event	City of London's Representative	Location/ Borough	Summary
16 th September	Association of Charitable Foundations	Launch	Chief Grants Officer and Tim Wilson, Principal Grants and Social Investment Officer	City	The launch of ACF's 2015 report "Foundation Giving Trends" on the scale and scope of charitable giving by UK Trusts and Foundations.
17 th September	Prince's Trust	Afternoon Tea	Chairman; Deputy Chairman; Chief Grants Officer	The Ritz	Afternoon Tea with the CEO of the Prince's Trust, for supporters of the Trust.
21 st September	Evening Standard/London Fairness Commission	Launch Event	Chairman; Deputy Chairman; Chief Grants Officer; Deputy Chief Grants Officer	Guildhall	An Evening Standard Debate to mark the launch of the London Fairness Commission with a welcome from your Chairman.
23 rd September	City Philanthropy	Launch Event	Deputy Chairman; Director of City Philanthropy	Kingsway Hall Hotel	An event to launch the Women for Change Breakfast Club.
23 rd September	City Bridge Trust and UBS	Launch	Chairman, Deputy Chairman, Karina Dostalova, Chief Grants Officer and other staff	Guildhall	The launch of the second round of the Trust's Stepping Stones Fund. The Chairman spoke at the event alongside a representative from UBS which is co-funding this round, and a successful grantee from the first round of the programme.
29 th September	ACF	Reception	Deputy Chairman	Newton Investment at BNY Mellon	An annual reception for chairmen; attended by the Deputy Chairman on the Chairman's behalf.
30 th September	City of London Corporation	Awards Ceremony	Chairman; Deputy Chairman; Chief Grants Officer; Deputy Chief Grants Officer	Mansion House	The annual Dragon Awards Ceremony.

1 st October	Esmée Fairbairn Foundation	Reception	Chief Grants Officer, Deputy Chief Grants Officer	Esmée Fairbairn Foundation	A reception to hear about some of the work of the Foundation and to meet some of their grantees.
5 th October	Finance News	Judging Panel	Director of City Philanthropy	The News Building, London Bridge	A judging panel for the Finance News Extra Mile 40; their list featuring 40 people from the financial world who 'go the extra mile' for the sake of others. Fellow judges included Alderman Sir Roger Gifford.
8 th October	Caritas Anchor House	Reception	Chairman	House of Lords	A Reception held to mark World Homeless Day.
14 th October	City Philanthropy	Breakfast	Director of City Philanthropy	Aldermen's Dining Room	The First Women for Change Breakfast with the theme Human Trafficking in the UK.
20 th October	Evolve Housing	Launch	Chairman and Tim Wilson, Principal Grants and Social Investment Officer	House of Commons	The re-launch of one of your current grantees, South London YMCA, as Evolve Housing.
22 nd October	London Youth	Lunch	Deputy Chairman	Buckingham Palace	A Lunch for supporters of London Youth.
27 th October	Prince's Trust	Visit	Deputy Chairman; Vivienne Littlechild	Poplar	A visit to the Prince's Trust Morgan Stanley Centre in Poplar, to see the work carried out there.
2 nd November	City Philanthropy	Launch Event	Director of City Philanthropy	Guildhall	An event to launch the More to Give Report of research undertaken for City Philanthropy by the Centre for Giving and Philanthropy at Cass Business School.
3 rd November	Rambert	Opening Night	Chairman	Sadler's Wells	Opening Night performance by Rambert. You are currently funding their work with older people
4 th November	Sir John Cass Foundation	Lecture	Chief Grants Officer	Cass Business School	A Lecture delivered by Rt Hon Lord Baker of Dorking.
4 th November	Association of Charitable Foundations	Dinner	Chief Grants Officer, Deputy Chief Grants Officer	Brigade, SE1	A pre-conference dinner for ACF members. The Brigade restaurant is a social enterprise.

5 th November	KL Felicitas Foundation	Launch	Tim Wilson, Principal Grants and Social Investment Officer	Burberry	The launch of a report by New Philanthropy Capital into the grant-making and social investment activities of the US-based KL Felicitas Foundation.
5 th November	NSPCC	Dinner	Chairman; Chief Grants Officer	Tower Bridge	A Dinner to thank their supporters.
9 th November	Heart of the City	Graduation Event	Chairman; Deputy Chairman	Mansion House	An event to mark the graduation of the “newcomers”.
10 th November	Prisoners Abroad	Reception	Deputy Chairman	Lancaster House	A Reception to recognise the partnership with FCO.
10 th November	National Council of Voluntary Organisations (NCVO)	Hinton Lecture	Chairman	Euston Square	A Lecture delivered by Sir John Major.

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