



## The City Bridge Trust Committee

**Date:** FRIDAY, 18 MARCH 2016  
**Time:** 1.45 pm  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

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

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

**John Barradell**  
Town Clerk and Chief Executive

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**  
To agree the minutes and non-public summary of the meeting held on 28 January 2016.  

**For Decision**  
(Pages 1 - 8)
4. **OUTSTANDING ACTIONS**  
Report of the Town Clerk.  

**For Information**  
(Pages 9 - 10)
5. **PROGRESS REPORT**  
Report of the Chief Grants Officer.  

**For Decision**  
(Pages 11 - 22)
6. **CITY OF LONDON CORPORATION'S WORK ON EMPLOYABILITY**  
Report of the Chief Grants Officer.  

**For Information**  
(Pages 23 - 32)
7. **GRANTS AND STRATEGIC INITIATIVES RECOMMENDATIONS AND ASSESSMENTS**  
To consider the Chief Grants Officer's reports on grant recommendations as follows:-  

**For Decision**  
(Pages 33 - 34)

  - a) Strategic Initiative - Justice First Fellowships (Legal Education Foundation) (Pages 35 - 40)
  - b) Africa Advocacy Foundation (AAF) (Pages 41 - 42)
  - c) Lambeth and Southwark Mind (Pages 43 - 44)
  - d) The Guild of Psychotherapists (Pages 45 - 46)
  - e) West London Gay Men's Project (Pages 47 - 50)
  - f) Kentish Town City Farm Ltd (Pages 51 - 52)
  - g) Haringey Shed (Pages 53 - 54)
  - h) Headway East London (Pages 55 - 56)
  - i) Independent Living Agency (ILA) (Pages 57 - 58)

- j) Islington Boat Club (IBC) (Pages 59 - 60)
- k) Rosetta Life (Pages 61 - 62)
- l) St Paul's Church West Hackney (Pages 63 - 64)
- m) Albert Kennedy Trust (Pages 65 - 66)
- n) International Social Service of the United Kingdom (ISS UK) (Pages 67 - 68)
- o) Kiran Project (Pages 69 - 70)
- p) Claremont Project (Islington) (Pages 71 - 72)
- q) Covent Garden Dragon Hall Trust (Pages 73 - 74)
- r) Deafblind UK (Pages 75 - 78)
- s) St Augustine's Community Care Trust (Pages 79 - 80)
- t) Asylum Support Appeals Project (Pages 81 - 82)
- u) Latin American Women's Rights Service (LAWRS) (Pages 83 - 84)
- v) South London Refugee Association (Pages 85 - 86)
- w) Tamil Welfare Association (Newham) UK (Pages 87 - 88)
- x) Fine Cell Work (Pages 89 - 92)
- y) West London Zone (Pages 93 - 96)
- z) Bexley Voluntary Service Council (Pages 97 - 98)
- aa) London Funders (Pages 99 - 102)
- bb) Merton Voluntary Service Council (Pages 103 - 104)
- cc) Pro Bono Community (Pages 105 - 106)

8. **TRANSFER OF PACE GRANT TO METRO CENTRE LTD**  
Report of the Chief Grants Officer.

**For Decision**  
(Pages 107 - 110)

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

- a) Applications recommended for rejection (Pages 111 - 118)
- b) Grants/expenditure considered under Delegated Authority (Pages 119 - 122)
- c) Withdrawn and Lapsed Applications (Pages 123 - 126)
- d) Variations to grants awarded (Pages 127 - 128)
- e) Reports on Monitoring Visits (Pages 129 - 134)
- f) Events Attended (Pages 135 - 140)

10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS TO BE URGENT**

12. **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**

13. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 28 January 2016.

**For Decision**  
(Pages 141 - 142)

14. **PIPELINE OF PRO-ACTIVE STRATEGIC GRANTS**

Report of the Chief Grants Officer.

**For Information**  
(Pages 143 - 146)

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

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

## THE CITY BRIDGE TRUST COMMITTEE

Thursday, 28 January 2016

Minutes of the meeting of The City Bridge Trust Committee held at Guildhall, EC2 on Thursday, 28 January 2016 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 Stanley Ginsburg  
Deputy the Revd Stephen Haines  
Alderman Vincent Keaveny  
Vivienne Littlechild  
Edward Lord  
Wendy Mead  
Ian Seaton

#### Officers:

Philippa Sewell	- Town Clerk's Department
Steven Reynolds	- Chamberlain's Department
David Farnsworth	- Chief Grants Officer
Jenny Field	- The City Bridge Trust
Stewart Goshawk	- The City Bridge Trust
Martin Hall	- The City Bridge Trust
Sandra Jones	- The City Bridge Trust
Jack Joslin	- The City Bridge Trust
Joan Millbank	- The City Bridge Trust
Julia Mirkin	- The City Bridge Trust
Ciaran Rafferty	- The City Bridge Trust
Shegufta Rahman	- The City Bridge Trust
Tim Wilson	- The City Bridge Trust

#### In Attendance:

- Tatiana Jordan from the Human Trafficking Foundation
- Camden Arts Centre
- Yarrow Housing

#### 1. HUMAN TRAFFICKING FOUNDATION

The Committee received a presentation from Tatiana Jordan, Director of the Human Trafficking Foundation (HTF), after which Members had the opportunity to ask questions.

Ms Jordan advised the Committee that modern slavery is a global phenomenon. As a hidden crime, exact numbers were unknown, but it was estimated that 21 million people worldwide were in forced labour and 30 million were enslaved. Members noted an estimated 10-13,000 people in the UK were being exploited, mainly in the South East or Greater London, who were from 96 different countries of origin. UK nationals were also victims of exploitation, both within the country and outside it.

Previous funding received from the City Bridge Trust enabled the HTF to work with survivors, and investigate what happened when they left care shelters. The findings of this research demonstrated that survivors remained vulnerable to further abuse or to being re-trafficked, and the subsequent funding from the Trust was allowing further work to be undertaken to find solutions to support survivors and allow them to gain control over their lives.

In response to Members' questions, Ms Jordan reported that, despite being unrecognised five years ago, the numbers of forced labour worldwide now equalled those for sexual exploitation. She also advised that the HTF was in a unique position, with their influential and dedicated Board of Trustees, to raise awareness of these problems and to encourage policy and legislative changes, such as the Modern Slavery Act which took effect from 31 July 2015. Members noted that the HTF had successfully raised awareness of the problems, particularly in the Police, who now underwent training on modern slavery and had set up multiple Special Police Forces throughout the UK to prevent slavery and help victims.

The Chairman thanked Ms Jordan for her presentation.

## 2. **APOLOGIES**

Apologies were received from the Right Hon. the Lord Mayor Alderman the Lord Mountevans.

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

The Chairman, Jeremy Mayhew, and the Deputy Chairman, Alderman Alison Gowman, declared non-pecuniary interests in London Youth (item 8a) by virtue of having received hospitality their roles on the City Bridge Trust Committee.

Ian Seaton declared a non-pecuniary interest in London Youth (item 8a).

Deputy the Revd Stephen Haines declared a non-pecuniary interest in Blackfriars Settlement (item 8b) and St John's Church, Waterloo (item 8h).

The Deputy Chairman, Alderman Alison Gowman, declared a non-pecuniary interest in London Air Ambulance (item 8g).

Simon Duckworth highlighted a standing declaration in items relating to the London borough of Southwark by virtue of his appointment as HM's Representative Deputy Lieutenant for Southwark from 1 March 2016.

4. **MINUTES**

**RESOLVED** – That the public minutes and non-public summary of the meeting held on 26 November 2015 be agreed as an accurate record.

5. **OUTSTANDING ACTIONS**

**Monitoring visits**

The Chairman requested the monthly reminder emails to be sent shortly before Committee meetings, and encouraged Members to attend some monitoring visits every year.

**RESOLVED** – That the Outstanding Actions update be noted.

6. **INVESTING IN LONDONERS - STATISTICAL REPORT - SEPTEMBER 2013 TO AUGUST 2015**

The Committee received a report analysing the statistics of grant applications received in the first two years of the Investing in Londoners grants programme (from September 2013 to August 2015).

Members discussed the report and, in response to questions, it was noted that:

- Officers were visiting Barking and Dagenham to build networks and raise the profile of the Trust in order to encourage more applications from the Borough.
- The London Borough of Islington appeared to get a disproportionately large amount of funding, but this reflected the number of pan-London bodies based there; officers undertook to try to remove pan-London data in future reports to enable fairer comparisons to be made.
- Extra resources had been secured in order to take a more pro-active approach to grant-making, including two new members of staff to ensure more applications were processed within four months and to handle the anticipated rise in number of applications, owing to the increase in the grants budget; and the changes in the operating environment: in particular, the reduction of about 40% in London Boroughs' budgets and the reduction in grant funding available at a time when many organisations face increased demand.
- Officers advised that awareness of the need for English for Speakers of Other Languages (ESOL) courses had been raised nationally by central government and the press; it was hoped that this would result in a higher number of applications to the ESOL grants programme.

**RESOLVED** – That:

- a) officers remove the data for grants to pan-London organisations from the 'Spend by Borough' table;
- b) the next bi-annual statistical report (and, subsequently, the first of each financial year), analyse the work delivered, the beneficiaries and impact of grants made, instead of the profile of applications received; and
- c) the report be noted.

7. **PROGRESS REPORT**

The Committee received the regular progress report of the Chief Grants Officer and discussed the updates given, including arrangements for the City Bridge

Trust's 20<sup>th</sup> Anniversary Event scheduled for Tuesday 8<sup>th</sup> March, the Wembley National Stadium Trust, the Stepping Stones Fund, and City Philanthropy. Members were advised that discussions were continuing with London Councils regarding infrastructure support. The research the Committee is funding through London Funders on the future of civil society support in London is due to be published in March/April 2016. It was anticipated that this will help inform the strategic application of the element of the budget uplift that has been earmarked for infrastructure support.

Members discussed the updates in the report and highlighted the need for effective networking to be facilitated at the Anniversary Event in March.

**RESOLVED** – That the report be noted.

## 8. **GRANTS AND STRATEGIC INITIATIVES RECOMMENDATIONS AND ASSESSMENTS**

### 8a **Strategic Initiative - City Leaders (London Youth)**

**APPROVED** – That:

- a) the development phase be funded at the level requested, namely £27,000;
- b) the pilot phase be funded in full at the level requested of £240,000, subject to the satisfactory completion of the development phase, including the demonstrable commitment of the in-coming CEO (to be considered and agreed by the Principal Grants Officer in consultation with the Chief Grants Officer); and
- c) an additional £12,000 be granted, by way of external evaluation (30 days at c.£400 per day) to evaluate the pilot as it progresses.

### 8b **Blackfriars Settlement**

**APPROVED** - £39,000 over two years (2 x £19,500) for the staff and project management costs of delivering 216 hours per year of ESOL classes to Entry Level and Entry Level-1 standard.

### 8c **The Renewal Programme**

**APPROVED** - £59,300 (£19,400; £19,800; £20,100) to meet the sessional staffing and running costs of providing introductory ESOL classes for women aged 60 years and over.

### 8d **The Garden Classroom**

**APPROVED** - £81,200 over three years (£26,500; £27,100; £27,600) for 4 days per week of the Community Education Support Officer's salary costs; and 1 day per week of the Finance Officer's salary costs.

### 8e **Camden Arts Centre**

**APPROVED** - £94,100 (£19,000; £39,200; £35,900) towards the Breaking the Barrier Initiative, to contribute towards the cost of three Lead Practitioners, activity and running costs, on condition that match funding is secured in years 2 and 3.



**8f Havering Road Methodist Church**

**APPROVED** - £59,000 towards the cost of providing an accessible toilet/wet room; improved level flooring and ramps; accessible doorways; and to tarmac the car park and pathways to enable full access.

**8g London's Air Ambulance Limited**

The Chief Grants Officer advised that the City Bridge Trust's logo was being included on the helicopter's tail-wing, in formal recognition of the contribution being made.

**APPROVED** - £214,000 over two years (2 x £107,000) for the costs of the Patient Liaison Nurse project and including a contribution of £40,000 per annum to the helicopter operating costs.

**8h St John's Church, Waterloo**

**APPROVED** - £100,000 towards the cost of access works to the crypts, first and second floors.

**8i Tricycle Theatre Company**

**APPROVED** - £100,000 to re-develop the theatre auditorium to fully accessible standards.

**8j Yarrow Housing Ltd**

**APPROVED** - £103,750 over three years (£33,250, £34,350, £36,150) towards the salary of a full-time Volunteer Co-ordinator, together with the associated project running costs.

**8k Refuge**

**APPROVED** - £84,600 over three years (£27,600; £28,200; £28,800) towards the part-time salaries (2 x 18.75 hours per week) of two child support workers in Lewisham.

**8l Harrow Association of Somali Voluntary Organisations**

**APPROVED** - £75,800 over three years (£25,500; £24,800; £25,500) for the salary of a part-time (25 hours per week) Elderly Link Worker and towards related overheads and associated project costs.

**8m Neighbours in Poplar**

**APPROVED** - £85,500 over three years (3 x £28,500) towards a full-time Outreach Worker and associated running costs for a project working with isolated people aged 75+.

**8n Race on the Agenda**

**APPROVED** - £112,700 over two further years (£55,600; £57,100) for the salary of a full-time Project Officer and related costs of a project providing training, capacity-building, advice and information to London's voluntary sector.

**8o Volunteer Centre Greenwich**

**APPROVED** - £106,000 over two years (£52,500; £53,500) for the salaries of a 2 days per week Volunteer Services Manager; a 3 days per week Membership Services Officer; and associated running costs of a project, increasing the

number and the quality of volunteering placements in the Royal Borough of Greenwich.

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

9a **Applications recommended for rejection**

The Committee considered a report of the Chief Grants Officer, which recommended that thirty five grant applications be rejected for the reasons identified in the schedule attached to the report. Members discussed the report, and asked officers to establish whether the cap on funding capital projects of over £10m was still appropriate and, where possible, to facilitate the submission of suitable and robust proposals from charities to the English for Speakers of Other Languages grants programme.

**RESOLVED** – That thirty five grant applications detailed in the schedule attached to the report be rejected.

9b **Unsuccessful Stepping Stones applications**

The Committee considered a report of the Chief Grants Officer, which recommended that twelve grant applications to the Stepping Stones fund be declined for the reasons identified in the schedule attached to the report.

**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 twelve grants and expenditure items, totalling £229,796, which had been presented for approval under delegated authority to the Chief Grants Officer, in consultation with the Chairman and Deputy Chairman. Members highlighted that this included an expenditure item for administrative charges to the Trust, and asked that these be reported more clearly in the future.

**RESOLVED** – That the report be noted.

9d **Withdrawn and Lapsed Applications**

The Committee received a report of the Chief Grants Officer which provided details of nine applications which had been withdrawn and two which had lapsed.

**RESOLVED** – That the report be noted.

9e **Variations to grants awarded**

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

**RESOLVED** – That the report be noted.

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**

A Member queried the extent to which successful grantees were asked to promote the City Bridge Trust. Officers advised that the grant letter asked charities for “due recognition”, and successful applicants were sent the Trust’s logo and put in contact with the Corporation’s press office. They also advised that, during monitoring visits, checks were made as to whether appropriate recognition was being given.

Members acknowledged that publicity must remain proportional to the grant amount, but were keen to utilise all opportunities for promotion and, as such, officers undertook to highlight routinely the importance of recognition with applicants, and to report back at a future meeting as to the scope for encouraging promotion within the current policies.

**RESOLVED** – That officers:

- a) Highlight routinely the importance of recognition with applicants; and
- b) report back at a future meeting as to the scope for encouraging promotion within the current policies.

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	3
14 – 15	-

13. **NON-PUBLIC MINUTES**

**RESOLVED** – That the non-public minutes of the meeting held on 26 November 2015 be agreed as an accurate record.

Under Matters Arising, the Committee were advised of the liquidation of PACE and had a short discussion regarding the possible implications for the sector.

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

There were no non-public questions.

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

There was no other business.

**The meeting ended at 3.10 pm**

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Chairman

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philippa.sewell@cityoflondon.gov.uk**

## The City Bridge Trust Committee – Outstanding Actions

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
1.	28 Jan 2016	<b>Statistical Report</b> Officers remove data relating to the location of pan-London bodies in future tables to enable fairer comparisons to be made.	Principal Grants Officer	<b>For next update in 12 months</b>	Next report due in January 2017
2.	28 Jan 2016	<b>Anniversary Event</b> Officers produce briefing for Committee Members for event on 8 March.	CBT Team	<b>4 March 2016</b>	Completed
3.	28 Jan 2016	<b>Capital Projects Funding Cap</b> Officers explore whether the cap on funding capital projects of over £10m is still appropriate.	CBT Team	<b>May 2016</b>	On schedule
4.	28 Jan 2016	<b>Publicity</b> Officers report back at a future meeting as to the scope for encouraging promotion within the current policies.	CBT Team	<b>May 2016</b>	On schedule

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
5.	28 Jan 2016	<b>Proactive help for grantees</b> Officers contact existing grantees who might be affected by the liquidation of PACE.	CBT Team	<b>Report to March Committee</b>	Report with recommendation on March Committee agenda
6.	28 Jan 2016	<b>Proactive help for grantees</b> Wording be added to the grant approval letter asking successful applicants to alert the City Bridge Trust of any financial difficulties.	CBT Team	<b>ASAP following consultation with other funders as to most appropriate wording</b>	Officers consulting with other funders to determine best approach/wording
7.	28 Jan 2016	<b>Consolidation of smaller charities</b> Officers continue work to encourage and facilitate smaller charities combining in order to rationalise costs.	CBT Team	<b>Ongoing</b>	Ongoing through officers' direct contact with organisations and through networks

<b>Committee:</b>	<b>Date:</b>
The City Bridge Trust Committee	18 <sup>th</sup> March 2016
<b>Subject:</b> Progress Report	<b>Public</b>
<b>Report of:</b> Chief Grants Officer	<b>For Decision</b>

## Summary

This is a regular report by the Chief Grants Officer.

## Recommendations

That approval be given to

- (a) allocate £500,000 from the 2016-17 grants budget towards a third round of the Stepping Stones Fund, launching in the summer;
- (b) carry forward £1,200,000 from the uplifted grants budget for the new employability programme;
- (c) carry forward £850,000 from the uplifted grants budget for the new infrastructure programme.

## Main Report

### 20<sup>th</sup> Anniversary

1. This month marks the culmination of the City Bridge Trust 20 year anniversary with considerable work going into the Tower Bridge Event and related press (see communications section later in the report).
2. The messaging is:
  - Celebrating the work of the thousands of charitable organisations that City Bridge Trust has funded, tackling disadvantage in every London Borough;
  - Thanking the City of London Corporation for its careful stewardship of the underlying charitable assets to enable the grant giving;
  - Raising awareness of City Bridge Trust with Londoners: our grant-making, social investment and work encouraging more philanthropy all to tackle disadvantage in the capital.

## **Telling Your Stories – Screening at the Barbican**

3. At your May 2015 meeting, you approved a grant of £55,125 to enable the Media Trust to work with a cohort of 8 of your grantees to produce a short film that ‘tell their stories’, as part of your 20<sup>th</sup> Anniversary programme.
4. All the films were made with professional film-makers who gave their time voluntarily. These were screened on the afternoon of February 23<sup>rd</sup> at Barbican Cinema 2. These high quality films covered a wide range of topics and causes but all gave a powerful account of the organisations concerned and of the people with whom they work.
5. The films were broadcast on the Community Channel on several evenings during February.

## **Grant-making**

6. Despite the 20<sup>th</sup> Anniversary focus, it has been very much business as usual. Officers have been focused on assessing sufficient applications to your Investing in Londoners grants programme to ensure you are able to commit the full reactive grants budget this financial year. This has been achieved as you will see from your particularly full committee papers.
7. There are three areas where officers have engaged in collaborative work to ensure your pro-active grants funds are best targeted. These are:
  - Supporting the Voluntary Sector – working with London Funders on their advisory group of the commissioned piece considering the skills and capacity needs of London’s Civil Society – due to report next month with recommendations which will inform your grant spend;
  - Work focused on the most disadvantaged Londoners and access to employment – working with the City of London Corporation’s Economic Development Office on their report into Employability and disadvantage (see report entitled “*City of London Corporation’s work on employability*” which follows);
  - Consideration of Social Investment by grantees (Stepping Stones see below).
9. In respect of each of the first two bullet points above, it is recommended that the monies ear-marked for these areas are carried over into the next financial year with a view to their being committed by September 2016.

## **Stepping Stones Fund - Update**

10. This grant programme has been a regular item at Committee. Briefly, it was launched in November 2014 and funds charities and social enterprises in Greater London who wish to engage with the social investment market and consider the role repayable finance might play in delivering their mission. The programme was developed in recognition of the need for charities to diversify their income streams at a time when competition for grant-funding is growing



ever more intense. There remain significant barriers to market entry, and the programme is intended to help organisations explore whether social finance is right for them. It should also help grow the pipeline of investible opportunities suitable for the City of London Corporation's Social Investment Fund. Over £700,000 of grant funding was distributed to 17 organisations in the first round, and we are now coming towards the end of round two.

11. UBS has been a close partner to date, and we were delighted that they decided to co-fund the second round of the Stepping Stones Fund. You will be joined by Craig Calvert, UBS' Managing Director of Corporate Client Solutions to consider the application from West London Zone which is in the papers for today's meeting. All other recommendations are for £50,000 or less and will be reviewed under your scheme of delegations at a meeting on 21 March involving the Chief Grants Officer, Chairman, Deputy Chairman and Chris Murphy, UBS' Global Head of the FX, Rates and Credits Department and a member of the bank's Community Affairs Committee.
12. In summary, the Trust and UBS allocated £1m for the second round of Stepping Stones and received 36 bids to a total value of £2,036,563. Following first stage review, 24 organisations were invited to submit a full proposal and these were reviewed at panel meetings involving City Bridge Trust, UBS and several external advisors at the bank's offices between January 26<sup>th</sup> and February 4<sup>th</sup>. These panels selected 15 organisations to recommend for funding, at a total grant value of £783,500.
13. Spending for this round will be divided 70:30 between City Bridge Trust and UBS and both organisations are planning a reception to celebrate the successful grantees on 22<sup>nd</sup> April. This is expected to take place at UBS' offices.
14. Based on consultation with charities and social investment specialists we believe there is continued need for the Stepping Stones programme and we propose to run a third round in Summer 2016. We would like to announce details at the April event and therefore ask today's Committee to agree an allocation of £500,000 from your 2016-17 grants budget for a third round of Stepping Stones. The Trust will look to raise match-funding from programme partners.
15. The Trust has undertaken a formative evaluation of the programme since its inception. A summative report will be commissioned for the third round to explain the progress made by grantees since funding was first awarded.

### **Arts Apprenticeships – final approvals**

16. Your papers today include a list of grants approved under delegated authority. Within these are the final approvals for Arts Apprenticeship support as the Arts Council's scheme - to which your programme offered match funding - has now finished.

17. Members will recall that you decided to match fund, in London, the Arts Council's initiative to support young apprentices in qualifying arts organisations, offering £2,000 per apprentice. This scheme has had great success, with 44 young people supported over 2 years to the tune of £2,000 each towards their wage costs, across a range of organisations and subjects (e.g. community arts, fundraising, technical & production, event management). Feedback has been very positive with individual young people being given a great opportunity to enter the world of work and a career in the arts whilst the participating organisations have benefitted from an injection of new and often diverse talent and potential. The comment below, from the Lyric Theatre, is evidence of this scheme's value:
18. *"AB, one of the 8 Level 3 apprentices you supported, was awarded the CCSkills Apprentice of the Year 2016 at their conference this week! She has also now finished the L3 qualification and was recently appointed as the Lyric's new Development Officer in a tough, competitive recruitment. AB has had the toughest journey of all of the cohort - she came to us with no qualifications having finished her education on a PRU and is now rapidly becoming a role model for young people. We are unbelievably proud of her and we are sure she is a leader of the future."*

### **Quinquennial Review**

19. Officers have begun planning for City Bridge Trust's next quinquennial review. The team have considered lessons from last time and your Chief Grants Officer has had positive conversations about collaboration with Trust for London (who are on the same strategic planning cycle) and London Funders (with regard to engagement with key stakeholders and dissemination of findings).
20. The next steps are: to request funds to support a project manager to oversee the review, reporting to your Chief Grants Officer; to engage that manager if the funding is agreed; and to bring a paper to your May Committee which outlines the plan for the review including timeline and costings for your consideration.

### **Implementation of Grants review**

21. Building on the Grants Service Based Review undertaken in 2015, proposals have now been submitted to Resource Allocation and Policy and Resources Committee for a new grants programme to be considered. Broadly, the paper submitted will request approval for levels of staffing, the transfer of funding commitments from Finance Grants Sub-Committee to the relevant Committees for on-going administration and the allocation of funding across four overarching funding themes (Stronger Communities; Education and Employment Support; Enjoying Open Spaces and the Natural Environment; and Inspiring London through Culture).

22. If the grant programme is approved, the next phase would be for each corresponding service committee to be consulted on grant eligibility criteria, and appropriate sub-themes. The application process will be standardised across the themes, and administrative management will be consolidated under the Chief Grants Officer.
23. The cost of administering the programme will be charged to the other charities/trusts – not Bridge House Estates.

## **Resources**

24. The Head of Charity and Social Investment Finance post is being advertised, with a closing date of 9<sup>th</sup> March. You will recall that this is a Chamberlain's post but will be based in City Bridge Trust and will have 'dotted line' reporting to your Chief Grants Officer.
25. Following a tendering process and interviews, an organisation called Rocket Science has been appointed to carry out the review of your grants encouraging more philanthropy. An inception meeting took place on 4 March with the organisation and your Chief and Deputy Chief Grants Officers.
26. The Corporation's Communications Team have appointed Stephanie Basten as the new media officer leading on the Trust's work. Stephanie will be at your Committee meeting.

## **Communications**

27. Bob Roberts, the Corporation's Director of Communications, has worked closely with us and Corporation and Mansion House colleagues, to create core messaging on Responsible Business, Philanthropy and Giving. This is attached at Annex 1, which is a working document and your feedback will be welcomed.
28. Champollion has continued to promote the Trust's 20<sup>th</sup> Anniversary to a wide range of outlets. As a result, the Chief Grants Officer was interviewed on BBC Radio London's Robert Elms Show on 4<sup>th</sup> March 2016 where he was asked about the history of the Trust, its role as a modern funder and the 20<sup>th</sup> Anniversary. He was also interviewed on BBC radio London's Nikki Bedi early morning show and by the Evening Standard on 8<sup>th</sup> March.
29. A round-up of media coverage can be found in the table below.

Charity	Publication	Circulation	Links	Reach
Garden Classroom	Horticulture Week	65,631	<a href="http://www.hortweek.com/garden-classroom-secures-city-bridge-trust-grant/parks-and-gardens/article/1384687">http://www.hortweek.com/garden-classroom-secures-city-bridge-trust-grant/parks-and-gardens/article/1384687</a>  Horticulture Week reports on City Bridge Trust's recent grant to boost Islington-based charity the Garden Classroom's outdoor learning programmes for children. The City of London Corporation is referenced.	National Trade
Havering Road Methodist church	Romford Recorder	6,917	\\itsetup1\install\File Transfer\Morning Media Briefing\290216\Romford Recorder.pdf  A City Bridge Trust grant for a Romford community centre features in Romford Recorder. The City of London Corporation is referenced. (Viewable internally)	Local (Essex)
City Bridge Trust	BBC Radio London		<a href="http://www.bbc.co.uk/programmes/p03jtxkz">http://www.bbc.co.uk/programmes/p03jtxkz</a>  City Bridge Trust's David Farnsworth was interviewed on the BBC Radio London Robert Elms show on Friday. This was a discussion around the history of the Trust, their 20th anniversary and its modern role as a charitable funder. (Skip to 0:20:26)	London (TV & online)
Neighbours in Poplar	The Docklands and East End Advertiser	ABC 6917 Weekly	<a href="http://bit.ly/1W2EoOX">http://bit.ly/1W2EoOX</a>  A City Bridge Trust grant for a Tower Hamlets based community project features in The Docklands and East End Advertiser. The City of London Corporation is referenced.	Local (Tower Hamlets)
Deaf Sports Plus Project	Evening Standard	898,407	<a href="http://bit.ly/1Rwhqfl">http://bit.ly/1Rwhqfl</a>  A £96,000 grant from the City Bridge Trust is mentioned in the Evening Standard. The grant will support communication tools for the west London deaf community, holiday programmes for deaf children, sports clubs and school sessions.	London (print & online)
Havering Road Methodist Church	Yellow Advertiser	48,38	<a href="http://bit.ly/1TMJVuT">http://bit.ly/1TMJVuT</a>  A City Bridge Trust grant for a Romford community centre features in Yellow Advertiser. The City of London Corporation is referenced.	Local (Essex)

## Grant Applications Summary

30. Your meeting today will consider 99 applications, including 29 grant recommendations as well as 29 grants to be noted as approved/ being considered by delegated authority, for a total recommended sum of £4,249,564. If all recommendations are approved you will have spent your total grants budget for 2015/16 (excepting £2,389 (0.01%)). The implications of today's recommendations are shown in Table 1 against the grants budget for 2015/16. You will notice that UBS Stepping Stone funds of £235,050 have been added to the total budget. This funding is the 30% UBS have agreed to put towards the latest round of the Stepping Stones programme and is subject to their approval of the recommended grants.
31. Your grants budget was increased by £3,000,000 at the Court of Common Council in July 2015. Table 1 shows how this has been allocated to the core grants budget and additional funding schemes.

**Table 1: Overall spend against 2015/16 budget**

	Grants budget	Grants spend	% spend of annual budget
<b>Core 2015/16 Investing in Londoners grants budget</b>			
Original Grants Budget	£14,950,000		
20th anniversary budget uplift (20%)	£600,000		
Write-Backs & Revocations	£210,038		
Carry forward (reported Sept 15)	£618,000		
UBS Stepping stone funds (pending approval)	£235,050		
<b>Total Budget Available</b>	<b>£16,613,088</b>		
<b>Previous Committee meetings</b>			
May 2015		£2,068,625	12%
July 2015		£3,280,505	20%
September 2015		£2,668,975	16%
November 2015		£2,521,673	15%
January 2016		£1,823,746	11%
<b>Sub-total approved spend</b>		<b>£12,363,524</b>	<b>74%</b>
<b>Remaining budget</b>	<b>£4,249,564</b>		
<b>Today's recommendations</b>			
March 2016		£4,247,175	26%
<b>Total annual spend</b>		<b>£16,610,699</b>	<b>100%</b>
<b>Remaining budget</b>	<b>£2,389</b>		

<b>Additional funding streams</b>			
<b>Anniversary programme: employability (20th anniversary budget uplift (40%))</b>			
Budget	£1,200,000		
Spend at previous meetings		£0	
Recommended spend today		£0	
Total spend		£0	
<b>Balance</b>	<b>£1,200,000</b>		
<b>Anniversary programme: infrastructure support (20th anniversary budget uplift (40%))</b>			
Budget	£1,200,000		
Spend at previous meetings		£350,000	
Recommended spend today		£0	
Total spend		£350,000	
<b>Balance</b>	<b>£850,000</b>		
<b>Annual funding for Prince's Trust funding (agreed Oct 14)</b>			
Budget	£1,000,000		
Total spend		£1,000,000	
<b>Balance</b>	<b>£0</b>		

32. Table 2 shows the grant awards you have made this financial year under Investing in Londoners and today's recommendations by programme. Charts 1 and 2 show the proportion of grants awarded for each programme by number of grants and value of grants respectively<sup>1 2</sup>.

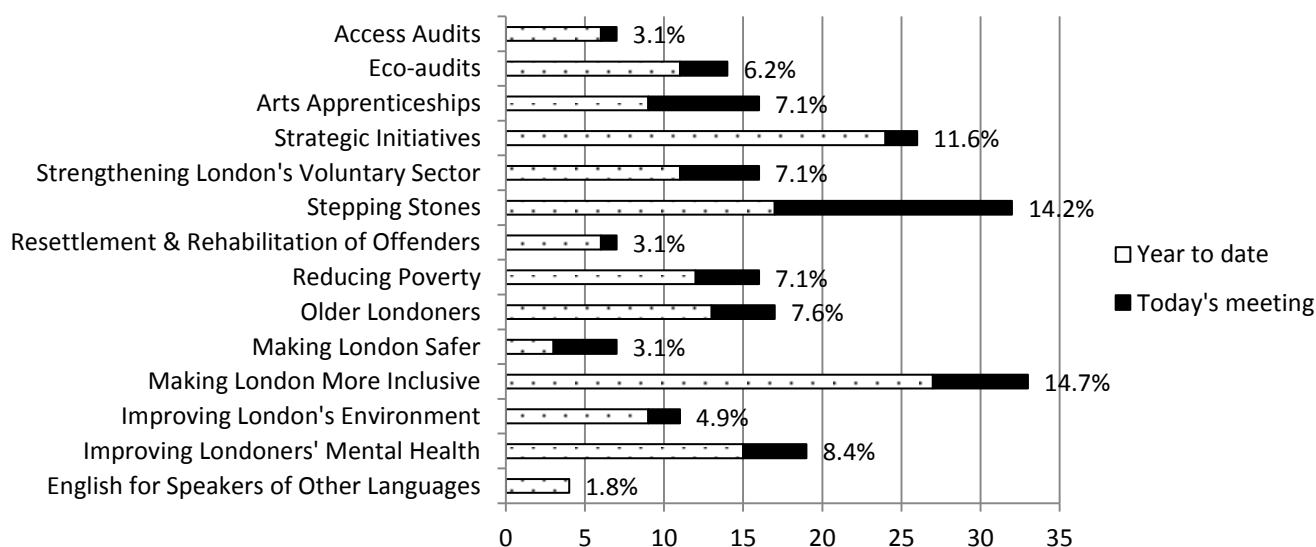
<sup>1</sup> The table and charts exclude Partnership Programmes - Hardship fund for which £330k was awarded as a lump sum to one organisation to distribute.

<sup>2</sup> Making London More Inclusive excludes access audits which are shown separately.

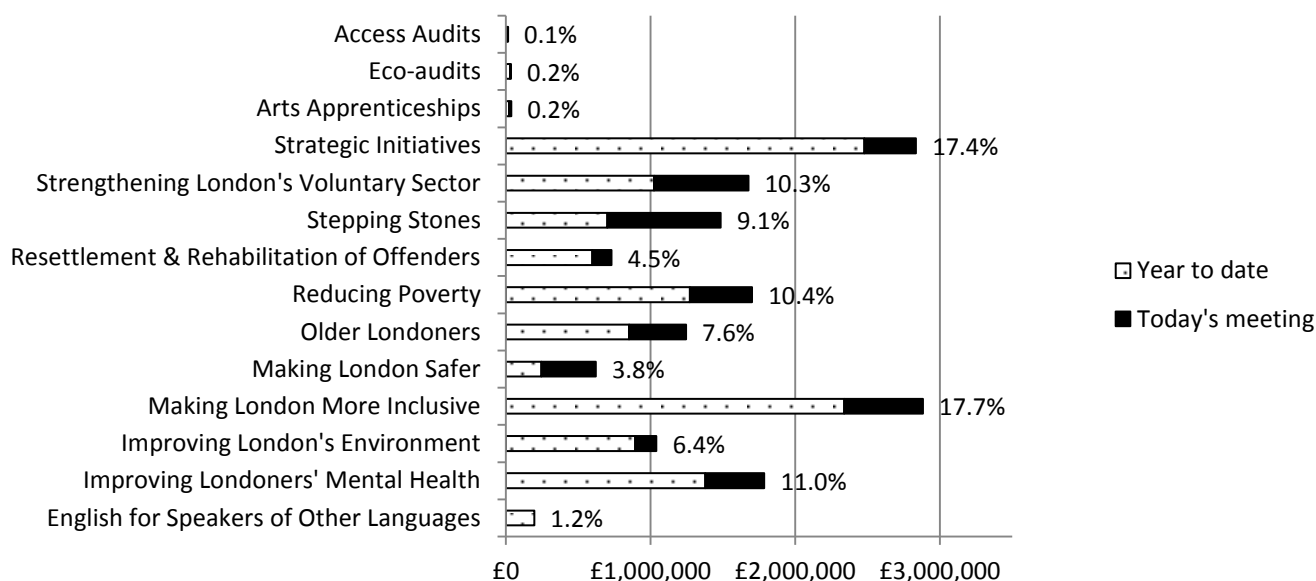
**Table 2: Investing in Londoners awards and recommendations by programme**

Fund/Program	Value of grants			Number of grants		
	Year to date	Today	Total	Year to date	Today	Total
English for Speakers of Other Languages	£195,640	£0	£195,640	4	0	4
Improving Londoners' Mental Health	£1,378,830	£407,100	£1,785,930	15	4	19
Improving London's Environment	£893,600	£146,300	£1,039,900	9	2	11
Making London More Inclusive	£2,337,696	£544,550	£2,882,246	27	6	33
Making London Safer	£244,100	£377,300	£621,400	3	4	7
Older Londoners	£851,800	£392,250	£1,244,050	13	4	17
Reducing Poverty	£1,271,300	£430,000	£1,701,300	12	4	16
Resettlement and Rehabilitation of Offenders	£596,520	£133,000	£729,520	6	1	7
Stepping Stones	£701,600	£783,500	£1,485,100	17	15	32
Strengthening London's Voluntary Sector	£1,024,540	£651,755	£1,676,295	11	5	16
Strategic Initiatives	£2,477,030	£356,800	£2,833,830	24	2	26
Arts Apprenticeships	£22,000	£14,000	£36,000	9	7	16
Eco-audits	£28,000	£7,200	£35,200	11	3	14
Access Audits	£10,868	£3,420	£14,288	6	1	7
<b>Grand total</b>	<b>£12,033,524</b>	<b>£4,247,175</b>	<b>£16,280,699</b>	<b>167</b>	<b>58</b>	<b>225</b>

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

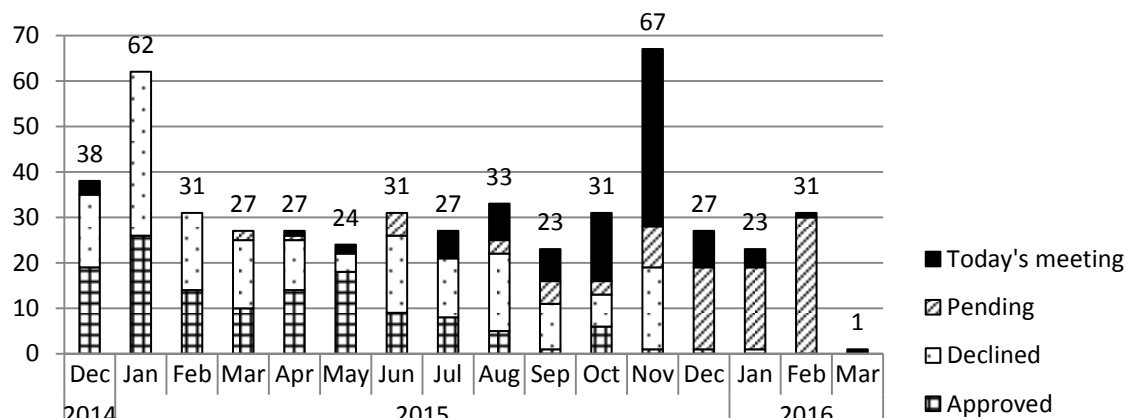


**Chart 2: % grants awarded by outcome area this financial year (by grant amount)**



33. Chart 3<sup>3</sup> <sup>4</sup> shows the flow of applications received over the last year and action taken, allowing any seasonal variations to be seen.

**Chart 3: Applications received and action taken since December 2014**



<sup>3</sup> This excludes partnership programmes - hardship funds and strategic initiatives which are solicited rather than open programmes.

<sup>4</sup> The 'today's meeting' category includes all applications to be reported or considered at today's meeting.



34. Between December 2014 and the end of February 2016 502 applications were received for the Investing in Londoners programmes. 132 applications have been approved and 182 declined (the remainder are pending). The spike in applications seen in January and November 2015 is caused by the closing date for the first round of the Stepping Stones Fund. Otherwise applications are fairly evenly spread across the year, which is comparable to previous years.
35. Against this background context, officers are asking you to consider 99 applications. Of these 29 are recommended to Committee for a grant and 29 are reported, having been approved under the scheme of delegations. A further 28 are recommended for rejection. The delegated figures include 14 Stepping Stones applications recommended for approval and 8 recommended for rejection. 9 applications have been withdrawn by applicants and 4 have been lapsed following several unsuccessful attempts by officers to contact the applicant for further information. (see Table 3).

**Table 3: Action to be taken on applications today**

<b>Action to be taken</b>	<b>Number</b>	<b>Amount</b>
Applications recommended for grant to Committee	29	£3,462,455
Funding approved by delegated authority up to £10,000 (to note)	11	£24,620
Funding approved by delegated authority from £10,001 - £25,000 (to note)	2	£32,000
Funding approved by delegated authority from £25,001 - £50,000 (to note)	16	£728,100
Applications recommended for rejection	28	n/a
Withdrawn applications (to note)	9	n/a
Applications lapsed (to note)	4	n/a
<b>Total Investing in Londoners applications</b>	<b>99</b>	<b>£4,247,175</b>
<b>Additional funding stream applications</b>	<b>0</b>	<b>£0</b>

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## **THE CoLC CORE MESSAGE ON RESPONSIBLE BUSINESS, PHILANTHROPY AND GIVING**

### **Our aim:**

The City of London Corporation aims to encourage, support and celebrate responsible City businesses and workers to change the lives of hundreds of thousands of Londoners.

### **How we do this:**

- We *encourage* through leading by example with responsible business practices and with CoLC's charitable funder City Bridge Trust, London's biggest independent grant giver, making grants of £20 million a year to tackle disadvantage across the capital.
- We *support* businesses to recruit inclusively, procure responsibly, and encourage employee volunteering, including through the Heart of the City network and through City Philanthropy which aims to encourage a new generation of city workers to give their money, time and talent.
- We *celebrate* with The Lord Mayor's Dragon Awards which reward long-term involvement by London businesses to help local communities and with City Giving Day organised by the Lord Mayor's Appeal which recognises the contribution of businesses and their employees.

### **Why we do this:**

We do this because we believe that the City of London Corporation and City businesses have a responsibility.

We have a responsibility to create a more fair, inclusive and sustainable society.

And we have a responsibility to do this not only through what we give in terms of volunteering and donations but also through how we act within our organisations.

We want people to give their skills, time and money.

We also want them continually to build businesses where responsibility is central to all their decisions, all their activities and all their workers at all levels.

<b>Committee</b>	<b>Date:</b>
The City Bridge Trust Committee	18 <sup>th</sup> March 2016
<b>Subject:</b> City of London Corporation's work on employability	<b>Public</b>
<b>Report of:</b> Chief Grants Officer	<b>For Information</b>

## Summary and Main Report

1. The City Corporation has a broad programme supporting Londoners into work, particularly those from disadvantaged backgrounds. Many City businesses and civic organisations (including Livery Companies and trade bodies) are also active in this area. However, there is scope to learn from “what works” to maximise the impact of the City’s collective efforts.
2. This report sets out two areas where the City Corporation can improve its effectiveness in the work surrounding employability. Members are able to read further detail about each area in the attached annexes (A and B). Your Chief Grants Officer sat on the Economic Development Office advisory group, as one of two ‘externals’, which informed the framework at Annex B. The content of this report may be a helpful input to the work of the CBT Committee:-

**a. The Study Panel: the City’s role in supporting employability among young people in London – Annex A**

This paper is asking Members of the City Bridge Trust Committee to note the work that the Study Panel is doing to look at what the City could do to support young Londoners into work and propose guiding principles to help City institutions work differently to maximise impact. This paper was agreed by Policy & Resources on 18<sup>th</sup> February; it has also gone separately to Education Board (3<sup>rd</sup> March) and will go to Community and Children’s Services (8<sup>th</sup> April) for information.

**b. Developing a Framework for the City Corporation’s work on Employability – Annex B**

This paper is asking Members of the City Bridge Trust Committee to note the Corporation’s progress made in developing an employability framework with a further report on progress to be submitted later in the year; and to agree the proposed next steps. This paper was agreed by Policy & Resources on 18<sup>th</sup> February; it has also gone separately to Education Board (3<sup>rd</sup> March) and will go to Community and Children’s Services (8<sup>th</sup> April) for information.

## Recommendation

- That Members of the City Bridge Trust Committee note the content of this report.

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<b>Committee(s)</b>	<b>Dated:</b>
Policy & Resources Education Board Community & Children's Services	18 February 2016 3 March 2016 8 April 2016
<b>Subject:</b> Study Panel: the City's role in supporting employability among young people in London	<b>Public</b>
<b>Report of:</b> Director of Economic Development	<b>For Information</b>
<b>Report author:</b> David Pack, Economic Development Office	

## Summary

The City Corporation has a broad programme supporting young Londoners into work, particularly those from disadvantaged backgrounds, and many City businesses and civic organisations (including Livery Companies and trade bodies) are also active in this area. However, there is scope to learn from 'what works' to improve the effectiveness of the City's collective efforts.

In May 2015, the Policy and Resources Committee approved funding for a Study to look at what more the City could do to support young Londoners into work and make recommendations on how City Institutions could work differently to maximise impact.

The Study has been driven by a Panel of members drawn from the Livery, City businesses and other stakeholders, co-chaired by Alderman & Sheriff Bowman and Debby Ounsted CBE. It has met twice (October 2015 and January 2016).

The Study's key outcome is a set of 'guiding principles' to steer future activity: a) 'Walk the talk' – ensure individual organisations' own employment/recruitment practices are exemplary; b) 'Target support where it is needed' – both on specific groups and geographies; c) 'Collaborate' – work with expert organisations; d) 'Small and local' – focus on quality over quantity; e) 'Monitor and evaluate' - Measure impact and learn from experience. A report setting out these 'guiding principles' will be launched at an event at Guildhall on 21 March.

## Recommendation(s)

Members are asked to:

- Note the report.

## Main Report

## Background

1. The City Corporation has an extensive programme to improve employment opportunities for Londoners, particularly from disadvantaged backgrounds. Whilst much of London has benefitted from job creation in recent years, there remain significant challenges to securing employment, especially for young people.
2. In May 2015, your Committee agreed funding for a Study to consider the role of the wider City - businesses, Livery companies and the City Corporation - in tackling youth unemployment.
3. The Study has been driven by a Panel of members representing the Livery, City businesses, stakeholders (Boroughs and organisations working on these issues) and the City Corporation – a list of the members of the Panel are listed at the end of this section. The Panel met in October 2015 and January 2016 and provided input between these meetings.
4. The Panel has identified examples of good practice and five ‘guiding principles’ for organisations to follow to ensure they provide useful support to young people. The findings and recommendations of the Study will be launched at an event at Guildhall on 21 March to be attended by individuals from City institutions keen to support young Londoners into employment, or to expand/improve what they already do. Members of your Committees will be invited to the launch event.

## Current Position

5. The Study process has identified how City Institutions can do more, or work differently to support young Londoners into employment. The five ‘guiding principles’ below provide a framework for how City institutions, including the City Corporation, can ensure they are providing useful support:
  - a. Walk the talk – ensure individual organisations act as role models and look at their own recruitment and staffing to offer opportunities for young people e.g. apprenticeships, work experience placements etc.
  - b. Target support where it is needed – fill gaps and avoid duplicating support in a crowded landscape, e.g. by targeting a specific group of young people (e.g. those with disabilities, ex-offenders) and/or outer London boroughs which receive less support from the Square Mile but would welcome it.
  - c. Collaborate – encourage City institutions to work with ‘expert’ organisations, joining up and adding value - not ‘re-inventing the wheel’.
  - d. Small and local – recognise that small-scale activity is valuable and encourage organisations to prioritise quality of interventions over quantity.
  - e. Monitor and evaluate – emphasise the importance of measuring the impact of support offered and learning from experience.
6. The Study Panel’s discussions provide an insight into issues for the City Corporation itself to consider. The potential for the City Corporation to use its convening role to provide visible and strengthened leadership for the Square Mile on the issue of youth unemployment in London was strongly suggested. This could include raising awareness of the issue and the challenges faced by young

Londoners as well as using our convening role to facilitate more productive partnerships and more action.

7. There is also an expectation that the City Corporation 'lead by example' and 'demonstrate good practice', e.g. offering opportunities - work experience, apprenticeships etc. - to young people through our own employment practices.
8. The launch of the Study publication in March provides a platform to highlight the issue of youth employment and engage City institutions in discussions on how the City can do more to support young Londoners. As the Study was established as a time-limited process, which concludes with the launch event, the challenge of maintaining momentum and achieving lasting change must also be considered.
9. Officers are considering the outcomes of the Study process and the future role of the City Corporation in supporting employment across London, focusing on how we can add value to this complex area and have the most impact given the resources available. Annex B outlines a proposed framework for this activity.

## **Conclusion**

10. The Study into what more the City can do to support young Londoners into employment has generated useful 'guiding principles' to steer future activity. It has also provided an insight into the views of City institutions on this issue which the City Corporation can consider when planning future activity.

## **Background Papers**

- Report to Policy & Resources Committee, 28 May 2015: '*Support for a Study to Strengthen the City's Role in working with London's Communities*'

## **David Pack**

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<b>Committee(s)</b>	<b>Dated:</b>
Policy and Resources - for decision Education Board – for information Community and Children’s Services – for information	18 February 2016 3 March 2016 8 April 2016
<b>Subject:</b> Developing a Framework for the City Corporation’s work on Employability	<b>Public</b>
<b>Report of:</b> Director of Economic Development	
<b>Report author:</b> Damian Nussbaum/ Liz Skelcher, Economic Development Office	

## Summary

Work has taken place to develop a headline ‘outcomes framework’ to help connect City opportunities with the talent of Londoners to reinforce City competitiveness and support London’s communities.

Development of this framework has drawn on the recent work of a senior, cross-sector Study Panel into employability among young Londoners, co-chaired by Alderman and Sheriff Bowman; input from a senior Officer group; and Dame Fiona Woolf’s ‘Power of Diversity’ initiative. ( It also builds on a solid track record of work undertaken by the City Corporation, with others, over a number of years).

Using the City’s unique position in this way, we could work more strategically and leverage the potential of the City to have a much greater impact on employability in London.

## Recommendation

The Policy and Resources Committee, Education Board and Community and Children’s Services Committee are asked to note the progress made in developing an employability framework with a further report on progress to be submitted later in the year; and the Policy and Resources Committee is further requested to agree the proposed next steps.

## Main Report

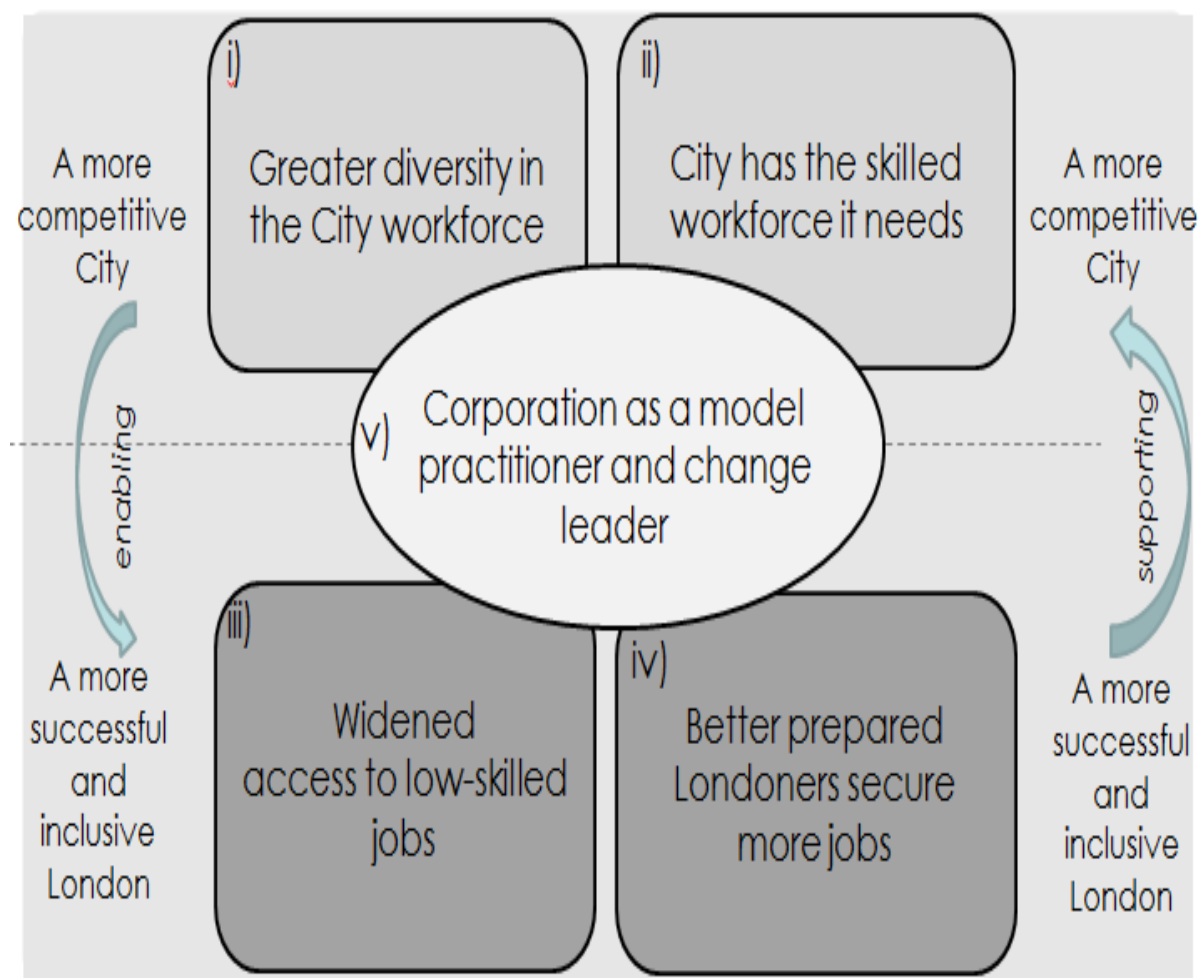
### Background.

1. The City Corporation (together with City Bridge Trust, Central London Forward and Heart of the City) has an extensive programme of work aimed at supporting Londoners into employment, particularly those from disadvantaged backgrounds.

This work has been built up over a number of years and reported to Committee periodically, with a comprehensive overview submitted in 2014.

## Current Position

2. Building on previous work, a headline outcome framework for our employability work has been developed as follows:



3. This has drawn on the work of the senior, cross-sector Study Panel co-chaired by Alderman and Sheriff Bowman, into employability among young people in London, which aims to increase the amount of activity by 'the City' (see Annex A) as well as further research commissioned by EDO to cover employability of all Londoners.
4. The work to develop the Framework has been driven by a senior officer group seeking to inform the City Corporation's activity, having regard to related activity as trustee of Bridge House Estates (through the City Bridge Trust), and as participants in, and funders of, Central London Forward and Heart of the City. The group has analysed the current needs in London, and sought to identify

where the City is best placed to make a difference, to ensure that we maximise the impact of our resources. The group comprised senior Officers from City Bridge Trust, Community and Children's Services Department, the Town Clerk's Office and Central London Forward, alongside the Economic Development Office.

5. This group has noted that :
  - a. Despite the economic recovery, unemployment in London remains above the national average and that although educational attainment is among the best in the country, this is not translating into success among young people in accessing jobs.
  - b. There is increasing demand for high-skilled staff for City roles over the next 10 years; and that this is generating concern over skills shortages.
  - c. The City creates low skilled jobs with many more jobs created through outsourcing (20,000+); some 600,000 Londoners are unemployed and want to work, but few employers actively use their buying power to support London employment
  - d. The City is international but less diverse than London's; there are many initiatives to open up the workplace to more people from less privileged backgrounds but progress is slow and significant barriers remain
6. There are many organisations involved in this agenda, including City employers and employees, but efforts could be better focused to maximise impact.
7. The City Corporation itself has been trying to address these gaps – directly, through programmes connecting Londoners to City opportunities e.g. through the Barbican Centre, EDO programmes, Open Spaces, apprenticeships); as an employer (through apprentices, work experience, aspiration raising activity); and through our wider family (which includes Central London Forward; City Bridge Trust and Heart of the City).
8. However, the City Corporation 'family' cannot fill these gaps alone. Using the City's unique position, we could work more strategically and leverage the potential of the City to have a much greater impact on employability in London.

### **Taking this forward**

9. Based on the outline framework for activity, we propose to develop an action and resource plan for each of the five themes and consider how to engage business.
10. Next steps would include the following: implement the findings of the Study Panel into youth employability; support the Power of Diversity initiative and other measures to strengthen the diversity of the City workforce; consider how to seize the opportunities offered by the new apprenticeship levy; look systematically at how to develop exemplar employment practices (including through the City Corporation's and City businesses' supply chains); conduct further geographical analysis; and create a compelling narrative for our work.
11. Annex C addresses the proposed strengthening of the Economic Development Office's work to help drive the City Corporation's role as a leader in employability.

12. We will report back on progress with the Framework to your Committees before the end of the year.

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## Investing in Londoners Index of Grant Recommendations

	Ref No.	Organisation	Requested Amount	Recommended Amount
<b><u>Strategic Initiatives</u></b>				
a)	13259	Legal Education Foundation	£320,000	£320,000
<i>Total Strategic Initiatives</i>			£320,000	£320,000
<b><u>Improving Londoners' Mental Health</u></b>				
b)	13075	Africa Advocacy Foundation (AAF)	£119,948	£106,500
c)	13078	Lambeth and Southwark Mind	£201,200	£147,400
d)	12970	The Guild of Psychotherapists	£76,274	£76,200
e)	12980	West London Gay Men's Project	£110,766	£77,000
<i>Total Improving Londoners' Mental Health</i>			£508,188	£407,100
<b><u>Improving London's Environment</u></b>				
f)	13143	Kentish Town City Farm Ltd	£116,550	£118,300
<i>Total Improving London's Environment</i>			£116,550	£118,300
<b><u>Making London More Inclusive</u></b>				
g)	13188	Haringey Shed	£112,653	£91,100
h)	13082	Headway East London	£223,033	£146,000
i)	12849	Independent Living Agency (ILA)	£106,627	£106,600
j)	13046	Islington Boat Club (IBC)	£81,900	£81,900
k)	12994	Rosetta Life	£66,661	£66,700
l)	12964	St Paul's Church West Hackney	£52,550	£52,250
<i>Total Making London More Inclusive</i>			£643,424	£544,550
<b><u>Making London Safer</u></b>				
m)	13076	Albert Kennedy Trust	£90,000	£90,000
n)	13194	International Social Service of the United Kingdom (ISS UK)	£148,887	£135,000
o)	13069	Kiran Project	£104,289	£102,500
<i>Total Making London Safer</i>			£343,176	£327,500

## Investing in Londoners

### Index of Grant Recommendations

	Ref No.	Organisation	Requested Amount	Recommended Amount
<b><u>Older Londoners</u></b>				
p)	13091	Claremont Project (Islington)	£152,814	£143,850
q)	13067	Covent Garden Dragon Hall Trust	£95,101	£87,000
r)	13142	Deafblind UK	£61,905	£61,900
s)	13002	St Augustine's Community Care Trust	£126,784	£99,500
<i>Total Older Londoners</i>			£436,604	£392,250
<b><u>Reducing Poverty</u></b>				
t)	12984	Asylum Support Appeals Project	£135,000	£135,000
u)	13035	Latin American Women's Rights Service (LAWRS)	£96,724	£97,000
v)	13047	South London Refugee Association	£96,088	£96,000
w)	12830	Tamil Welfare Association (Newham) UK	£102,000	£102,000
<i>Total Reducing Poverty</i>			£429,812	£430,000
<b><u>Resettlement and Rehabilitation of Offenders</u></b>				
x)	13001	Fine Cell Work	£133,508	£133,000
<i>Total Resettlement and Rehabilitation of Offenders</i>			£133,508	£133,000
<b><u>Stepping Stones</u></b>				
y)	13122	West London Zone	£150,000	£150,000
<i>Total Stepping Stones</i>			£150,000	£150,000
<b><u>Strengthening London's Voluntary Sector</u></b>				
z)	13016	Bexley Voluntary Service Council	£118,775	£118,800
aa)	13258	London Funders	£250,000	£250,000
ab)	13043	Merton Voluntary Service Council	£184,836	£160,000
ac)	13077	Pro Bono Community	£110,955	£110,955
<i>Total Strengthening London's Voluntary Sector</i>			£664,566	£639,755
<b>Grand Totals</b>			<b>£3,745,828</b>	<b>£3,462,455</b>

<b>Committee:</b>	<b>Date:</b>
The City Bridge Trust Committee	18 <sup>th</sup> March 2016
<b>Subject:</b> Strategic Initiative - Justice First Fellowships (Legal Education Foundation)	
<b>Report of:</b> Chief Grants Officer	<b>For Decision</b>

## Summary

This report seeks approval to co-fund over three years, with the Legal Education Foundation, the provision of six Justice First Fellowships across London.

## Recommendations

Members are asked to:

- Note the report.
- Agree a grant of £320,000 over three years (£80,000; £160,000; £80,000) to the Legal Education Foundation to support the provision of six Justice First Fellowships in London

## Main Report

### Background

1. The Legal Education Foundation (LEF) is an endowed grant-making trust whose purpose is “to promote the advancement of legal education and the study of the law in all its branches.” The endowment (valued at c.£200m) creates income which is used to make grants to a wide variety of, mostly, charitable organisations working in different social, professional and academic settings and by commissioning research. A stated objective is to increase public understanding of the law and the capability to use it.
2. LEF funds and supports organisations such as law centres and advice centres across the UK. In London it has also developed strong and supportive links with the London Legal Support Trust, whom you are funding to help local advice centres to become Centres of Excellence.
3. In 2014 LEF launched in the UK (in partnership with the Esmee Fairbairn Foundation and Unbound Philanthropy) the first Justice First Fellowship scheme, to support the next generation of specialist social welfare lawyers to deliver justice in their communities. Social welfare law refers to legal help on areas including welfare benefits, debt, housing, employment, community care, discrimination, immigration, asylum and family. It is often referred to as “the

law of everyday life” and it plays a vital role in helping people to secure their rights and to tackle disadvantage.

### **Current Position**

4. The scheme aims to support the next generation of students committed to public interest and social justice issues who want to pursue a career in social welfare law. The Fellowship consists of three parts:
  - it fully funds a two-year training contract in a leading social welfare organisation (In order to qualify as a solicitor, graduating law students have to complete a period of compulsory training called the training contract.)
  - it gives Fellows responsibility for a project that advances access to justice.<sup>1</sup> This both provides valuable programme development experience for the Fellow and gives the host organisation capacity to develop a new area of work, with an evidence base of need and impact
  - it brings the Fellows together regularly throughout the two-year programme and beyond to receive wider support, training and networking opportunities.
5. Since 2014, 18 specialist social welfare organisations across the UK have been carefully selected and funded to host Justice First Fellows, though only one (Greenwich Housing Rights) in London. In these two years LEF has committed £1.2m for Fellowships with additional funding and support coming from the foundations mentioned above plus several leading law firms and the Royal Bank of Scotland.
6. Working in conjunction with the London Legal Support Trust, LEF now wishes to co-fund with City Bridge Trust six Fellowships in London, each based in one of the identified Centres of Excellence advice agencies. Your co-funding is requested as, if agreed, it will enable LEF to use more of its own funds to support similar Fellowships in other parts of the UK.
7. *Centres of Excellence* is an initiative funded by you through the London Legal Support Trust where specialist social welfare advice agencies serving Londoners go through a rigorous assessment of their management and sustainability, with those that meet the standard being awarded Centre of Excellence status. (A report of the first year’s work of this initiative was received recently and showed very good progress being made.)

### **Costings/request**

8. Funding of £320,000 over three years is sought from the Trust so that LEF can increase rapidly the number of advice agencies in London hosting a Fellow. LEF has agreed to commit £160,000 for the balance needed to meet the overall cost of £480,000 for six Fellowships (three in 2016-18 and three in 2017-19).

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<sup>1</sup> An example of this is the project at Coventry Law centre to establish a new advice service for women experiencing domestic violence; in conjunction with local community groups, the council and the police.



9. Each Fellowship in London is budgeted at £80,000 for two years. This covers:
  - Trainee salary (set by the host organisation in line with their pay structures)
  - Supervision and support costs (calculated at 50% of salary costs)
  - A contribution to associated project and set-up costs (eg including laptop and software)
10. The Legal Education Foundation covers all the costs of administering the scheme and delivering the programme of training and support over the two-year fellowship. The City Bridge Trust grant, if awarded, would be paid to and managed by LEF, who would also be responsible for monitoring and reporting of the grant.

### **Benefit/outcomes**

11. Each Fellow would be placed in a London Centre of Excellence advice agency, with LEF ensuring, as far as possible, an even distribution across the capital. The collaboration with the London Legal Support Trust will help in identifying suitable hosts and which also have a pressing need for support in delivering their services.
12. The Fellows will deliver direct advice services and projects that will benefit disadvantaged Londoners. Legal advice and representation are crucial to addressing disadvantage, helping people to take more control over their lives and to secure fair treatment and protection. Their presence will increase significantly the capacity of each host organisation to serve its community and to deliver general and specialist outcomes.
13. The Fellowship scheme increases opportunities within the community sector for those who can and wish to deliver specialist legal services; coming at a time when other sources of funding for this are on the decline. They will help to preserve routes into social welfare law as a career as well as giving it prestige as a positive choice made by graduating lawyers.

### **Financial Observations**

14. As an endowed charity LEF derives most of its income from its invested funds, which amounted to £214,108,000 as at 30 June 2015.
15. The organisation's 2015 Annual Report and Accounts set out its reserves policy "to maintain an investment fund at £200m, based on 30<sup>th</sup> November 2012, in real terms which equates to a target sum of £211,000,000 at 30 June 2015". Its invested funds at 30 June 2015 of £214,108,000 were, therefore, £3,108,000 ahead of this target. Due to fluctuations in the market, the value of the charity's investment fund had reduced by £7,108,000 in the 7 months since 30<sup>th</sup> June 2015, to £207,000,000 as at 31<sup>st</sup> January 2016, which is £4,000,000 below the charity's target of £211,000,000.
16. Although, at 30<sup>th</sup> June 2015, the charity had a sufficient level of investments to self-fund, it is seeking the Trust's support both in the aim of working in collaboration and also so that it can use any investment fund surpluses that may arise to support Fellowships elsewhere in the UK.

17. The cost of generating funds is comparatively low but relates solely to investment management costs as there is little or no other fundraising undertaken by the charity.

<b>Year end at 30 June</b>	<b>2014/15 Audited Accounts</b>	<b>2015/16 Draft Outturn</b>	<b>2016/17 Current Year Forecast</b>
<b>Income and Expenditure</b>	<b>£</b>	<b>£</b>	<b>£</b>
Income	3,782,000	5,871,000	6,368,000
Expenditure	5,148,000	5,913,000	6,368,000
Unrestricted Funds Surplus / (Deficit)	(1,611,000)	263,000	0
Restricted Funds Surplus / (Deficit)	245,000	(305,000)	0
<b>Total Surplus / (Deficit)</b>	<b>(1,366,000)</b>	<b>(42,000)</b>	<b>0</b>
Surplus / (Deficit) as a % of turnover	(36.1%)	(0.7%)	
Cost of Generating funds (% of income)	129,000 (3.4%)	132,000 (2.3%)	135,000 (2.1%)
<b>Free unrestricted reserves</b>			
Unrestricted free reserves held at Year End	216,921,000	217,184,000	217,184,000
How many months' worth of expenditure	n/a	n/a	n/a
Reserves Policy target	211,000,000	213,321,000	215,667,531
How many months' worth of expenditure	n/a	n/a	n/a
Free reserves over/(under) target	5,921,000	3,863,000	1,516,469

## Conclusion

This project will provide much needed, direct, legal support within community advice and legal charities in London and for the benefit of some of the most disadvantaged people in the capital; it will promote community legal advice as a valid career option for newly qualified legal personnel and help support a cohort of social welfare lawyers; and it will leave a lasting legacy through the individual projects the Fellows will establish. The proposal also represents an opportunity for the Trust to work in partnership with another, prestigious, foundation and therein to demonstrate to the wider sector the benefit of partnership and co-production.

## Appendix

Appendix A – Summary Assessment of Strategic Initiative

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**Summary Assessment of Strategic Initiative for Committee Decision**  
(Use: Y/N/Potentially or N/A where relevant)

<b>FILTERS</b>	
<b><i>Will The pro-active grant:</i></b>	
Further the Trust's Vision and Mission (a fairer London & tackling disadvantage)?	<b>Y</b>
Support work within one of existing Investing in Londoners programmes (IiL)?	<b>Y</b>
Or, meet a clear need that has arisen since( IiL) were agreed?	
Have the potential for impact beyond that of an individual reactive grant or number of individual grants?	<b>Y</b>
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?	<b>Y</b>
Be made to an organisation(s) that conforms to the Trust's eligibility criteria and has the capacity and expertise to deliver the work?	<b>Y</b>

<b>PRIORITISATION GUIDANCE</b>	
<b>Evidence</b>	
Is there external and/or internal research and information that supports the need for the proposed grant?	<b>Y</b>
Is there external and/or internal research and information that indicates the approach proposed in the grant will be successful?	<b>Y</b>
Is there evidence that indicates the work will be hard to fund from other sources?	<b>In part</b>
<b>Impact</b>	
Will the grant tackle a root cause(s), or positively influence policy or practice?	<b>Potentially</b>
Will the work/approach funded be replicable?	<b>Y</b>
Does the grant provide an opportunity to strengthen Civic Society in London?	<b>Y</b>
Is the work sustainable beyond the period of the grant?	<b>Possibly</b>
Can the impact of the work be measured through evaluation?	<b>Y</b>

<b>Leverage</b>	
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?	<b>Possibly</b>
Will the grant be able to build on the Trust's, and its existing grantees'/investees', knowledge and expertise?	<b>Y</b>
Will the grant have the potential to leverage any other funding from other sources?	<b>Y</b>
<b>Spread</b>	
<b>Geographic</b>	
Will the grant support work in a geographic where there is high need but relatively low Trust spend?	<b>Potentially</b>
<b>Thematic</b>	
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?	<b>Possibly</b>
<b>Portfolio</b>	
Within the Trust's Strategic Initiative portfolio, is the grant duplicating or complementing anything already funded?	<b>N</b>
<b>Approach</b>	
Will the grant enable better collaboration between relevant organisations?	<b>Y</b>
Is the proposed work across more than one LA or is London-wide?	<b>Y</b>
Does the proposed work explicitly link the private, statutory and voluntary sectors?	<b>Y</b>

MEETING 18/03/2016

Ref: 13075

## ASSESSMENT CATEGORY - Improving Londoners' Mental Health

**Africa Advocacy Foundation (AAF)**

**Adv: Tania Bronstein**

**Base: Lewisham**

**Amount requested: £119,948**

**Benefit: Lewisham, Lambeth  
And Southwark**

**Amount recommended: £106,500**

### **The Charity**

Africa Advocacy Foundation (AAF) runs several projects focused on: HIV prevention and support; training for employment; mental health wellbeing; and educating communities on the harmful impacts of female genital mutilation (FGM). The charity also runs targeted work with senior citizens and young people, and annually reaches over 7,000 people originating from African countries.

### **The Application**

AAF seeks a grant over three years to support young women aged 16 to 24 whose mental health has been adversely affected from having undergone FGM. The project would offer one-to-one support, specialist counselling, and run facilitated group work, including provision of arts-based therapeutic activities.

### **The Recommendation**

AAF is a well-established charity with a good track record in working to prevent the practice of FGM within South London's African communities. This project addresses a gap in provision to support survivors over the mental health impacts of FGM. A few of the activities in the original proposal were not directly related to supporting this funding programme's outcomes, hence the amount recommended.

***£106,500 over three years (£35,700; £35,500; £35,300) towards a part-time salary (3.5 d/p/w), project costs and overheads of a project to support young women in addressing the psychological impact of female genital mutilation.***

### **Funding History**

None

### **Background and detail of proposal**

FGM is a harmful practice that involves partial or total removal of the female external genital organs for non-medical reasons. About 137,000 women and girls in England and Wales, mostly from communities hailing from Africa, and some Middle East and South East Asian countries, have undergone FGM. According to research in 2015, most survivors in the UK live in London, with 4.7% of women in Southwark, 3.9% in Brent and 3.2% in both Lambeth and Newham having suffered this practice. The health impacts of FGM can be lifelong and severe. These include urinary and kidney problems, infertility, pain during sex, and serious complications at birth. Less attention has been given to the psychological impact. Research on FGM-practising African communities indicates similar levels of Post-Traumatic Stress Disorder as in adult survivors of early childhood abuse. Depression, anxiety, flashbacks, and issues stemming from difficulty with sexual relationships are reported to be common.

For the past four years AAF has been undertaking prevention and education work within African communities, and building statutory agencies' competencies to identify

and safeguard girls at risk. This work has been funded by Trust for London. It is part of a £2.6 million funders' collaboration that has been instrumental in mobilising communities and raising awareness of statutory agencies of the need to protect girls and women in FGM-practicing communities. Services addressing the physical health impacts of FGM are in place, but there is a dearth of culturally sensitive mental health support for survivors. There is one charity offering this help, but this is in Islington. This new project is especially needed in South London.

AAF is in contact with many African young women experiencing severe emotional distress as a result of FGM, and is well equipped to competently deliver the work.

### Financial Information

Forecast income for the current year ended 31st March 2016 is £395,032, all of which had been confirmed as at 26th February 2017. Budgeted income for the following year ended 31st March 2016 is £441,431, of which £248,288 (56%) had been secured at the same date. Both income and expenditure in 2016/17 include this grant application to City Bridge Trust of £40,052.

The costs of generating funds are not disclosed in the accounts for 2014/15. However the charity advises that these costs will be included in its accounts in future. In the meantime the charity has provided an estimate for 2016/17. The charity has advised that it pays relatively low wages, and therefore the cost of generating funds is also relatively low.

Year end at 31 March	2014/15 Independently Examined Accounts	2015/16 Current Year Forecast	2016/17 Next Year Forecast
<b>Income and Expenditure</b>	<b>£</b>	<b>£</b>	<b>£</b>
Income	393,689	395,032	441,431
Expenditure	350,081	312,230	383,685
Unrestricted Funds Surplus / (Deficit)	0	40,466	14,836
Restricted Funds Surplus / (Deficit)	43,608	42,336	42,910
Total Surplus / (Deficit)	43,608	82,802	57,746
Surplus / (Deficit) as a % of turnover	11%	21%	13%
Cost of Generating funds (% of income)			£17,310 (3.9%)
<b>Free unrestricted reserves</b>			
Unrestricted free reserves held at Year End	£19,682	£60,148	£74,984
How many months' worth of expenditure	0.7	2.3	2.3
Reserves Policy target	£87,520	£78,057	£95,921
How many months' worth of expenditure	3	3	3
Free reserves over/(under) target	(£67,838)	(£17,909)	(£20,938)

**MEETING: 18/03/2016**

**Ref: 13078**

## **ASSESSMENT CATEGORY - Improving Londoners' Mental Health**

**Lambeth and Southwark Mind**

**Adv: Olivia Dix**

**Amount requested: £201,200**

**Base: Lambeth**

**Amount requested: £147,400**

**Benefit: Lambeth and Southwark**

### **The Charity**

Lambeth Mind was set up in 1982 to improve the lives of local people who are experiencing mental distress by: enabling them to find their own way forward; to improve their mental health, quality of life and wellbeing; and to work towards recovery. From the outset people with mental health difficulties have formed the majority of staff, volunteers and Trustees. Supervisor/user run peer support is at the core of its model, and the organisation believes that this gives it a particular strength. In 2013 Lambeth Mind merged with Southwark Mind, which has increased its reach, though it is still the smallest branch of Mind in London. It is part of a network of 150 local charities affiliated to national Mind, but remains an independent charity.

### **The Application**

The organisation is seeking funding for the salary of the CEO and Clinical Director (one post) and some costs of developing a new free psychotherapy service aimed particularly at Black and Minority Ethnic (BAME) communities

### **The Recommendation**

The organisation's CEO, in post for less than a year, has cut some costs in order to improve sustainability, whilst expanding the work of the organisation and building on its core strengths. He has consolidated work with local networks. The free psychotherapy sessions, largely for BAME communities, are not currently available anywhere else in London and a recent evaluation of the Peer Support Group was very positive. The organisation has dedicated professional therapists, mainly working voluntarily or as part of their training. During the course of the assessment the amount requested was reduced, and funding towards the key post of CEO was prioritised (see Appendix A). If this application is successful, £45,000 of the remaining funds required for the psychotherapy service have been raised elsewhere. The sum recommended is in keeping with the usual level of grant awarded for projects of this nature.

***£147,400 over three years (£27,400, £60,000, £60,000) towards the salary costs of the CEO and Clinical Director (equivalent to a maximum of 1 FTE) and a contribution to other costs for the psychotherapy service***

### **Funding History**

Meeting Date	Decision
06/09/2007	£13,000 for a third and final year's contribution to the Co-ordinator's salary.

### **Background and detail of proposal**

Lambeth has the highest rates of serious mental illness in Europe, for example it has 400 cases of psychosis annually, 9 times the UK average. In addition Lambeth and Southwark are in the 10% most deprived local authorities in England. Despite some

good initiatives by the local NHS, including the Living Well Collaborative, there is under-investment in community-based alternatives to hospitalisation, and individuals with serious mental illness from BAME communities are more likely to be hospitalised. Experience and data suggest that there is an acute need for more humanistic and long-term forms of individual and group therapies. The current Peer Support Group, and a prototype of the proposed therapy, has demonstrated that there is sufficient demand from the BAME community (who make up the majority of its volunteer psychotherapists and service users) for this support. The aim is for 35 BAME adults to be supported in year 1 through group therapy/peer support. In year 2 the number of BAME adults will total 50 and, in year 3, 60. The organisation will promote its services to the BAME communities and raise the profile of the work with the NHS and other local organisations through a series of public events/lectures. The organisation is focusing on group support as it is collaborating with the Guild of Psychotherapists, which is developing long-term individual psychotherapy aimed at the BAME community. This joint approach aims to ensure a holistic service across Lambeth and Southwark.

### Financial Information

The organisation has secured £164,700 of its income for 2016/17. All forecast income of £190,085 in the current year 2015/16 and budgeted income of £170,000 in the following year 2016/17 has been confirmed by February 2016. The charity advised that the post of CEO was not permanently filled during 2014/15 which meant that less fundraising income was generated for 2015/16, and income was further reduced in 2015/16 due to the tapering of two grants. The charity also advised that the budgeted income for 2016/17 is set at a cautious level but it hopes to raise additional income through contracts.

The charity has not previously disclosed its cost of generating funds in its independently examined accounts but has agreed to review this on advice from your grants officer that it is a disclosure requirement in charity accounting recommended practice. In the meantime, the charity has provided an estimate based on 40% of the CEO's salary spent on fundraising activities.

Year end at 31 March	2014/15 Independently Examined Accounts	2015/16 Current Year Forecast	2016/17 Following Year Budget
	£	£	£
<b>Income and Expenditure</b>			
Income	203,614	190,085	170,000
Expenditure	203,810	187,000	186,000
Unrestricted Funds Surplus / (Deficit)	17,050	3,085	(14,000)
Restricted Funds Surplus / (Deficit)	(17,246)	0	0
<b>Total Surplus / (Deficit)</b>	<b>(196)</b>	<b>3,085</b>	<b>(14,000)</b>
Surplus / (Deficit) as a % of turnover	(0.1%)	1.6%	(8.2%)
Cost of Generating funds (% of income)	14,395 (7.1%)	21,680 (11.4%)	22,480 (13.0%)
<b>Free unrestricted reserves</b>			
Unrestricted free reserves held at Year End	70,498	73,583	59,583
How many months' worth of expenditure	4.2	4.7	3.8
Reserves Policy target	67,937	63,361	62,000
How many months' worth of expenditure	4.0	4.0	4.0
Free reserves over/(under) target	2,561	10,222	(2,417)



MEETING 18/03/2016

Ref: 12970

## ASSESSMENT CATEGORY - Improving Londoners' Mental Health

**The Guild of Psychotherapists**

**Adv: Sandra Davidson**

**Amount requested: £76,274**

**Base: Southwark**

**Benefit: Lambeth and  
Lewisham**

**Amount recommended: £76,200**

### **The Charity**

The Guild of Psychotherapists is a registered charity established in 1974, which is run by psychoanalytic psychotherapists for the benefit of the profession and the wider public who are seeking psychological help. The Guild aims to improve the quality of life and mental health of those experiencing severe mental distress, particularly focussing its support on people who are disadvantaged and deprived. It offers professional psychotherapy training and psychotherapy services, both privately through its members and through its Community Psychotherapy Clinic. The clinic provides weekly psychotherapy, for up to two years, for people who are on very low incomes and struggling with serious chronic mental health problems

### **The Application**

The Guild seeks funding towards the salary of a part time Clinic Coordinator and related costs, in order to provide better access to high quality regular psychotherapy for people with mental health issues from Black and Minority (BME) communities in South London

### **The Recommendation**

The Guild's Community Psychotherapy clinic is highly valued by the community it serves. The clinic has successfully helped people on low incomes experiencing a range of problems including: depression; anxiety; difficult relationships and family issues; trauma; identity problems; or bereavement. The clinic provides professional psychotherapy for up to 50 people per annum at a reduced fee – depending on income. Currently, an average of 30% of those attending the community psychotherapy clinic are from BME communities.

Your grant, if agreed, will allow the charity to expand the Community Psychotherapy service delivering regular high quality psychoanalytic psychotherapy for up to two years for BME communities.

**£76,200 over three years (£20,700; £24,900; £30,600) towards the salary of the part time Clinic Co-ordinator (equivalent to £4,000 p/a) and project running costs to expand the Community Psychotherapy Service for BME communities in South London.**

### **Funding History**

None

### **Background and detail of proposal**

There is a substantial lack of availability of psychotherapy/talking therapies such as psychotherapy for those on low incomes in South London. The demand for the

Psychotherapy Clinic is far greater than can be provided for. Often, people approaching the clinic have struggled for many years with mental health issues and need a far greater depth of support than offered by the NHS (often a handful of sessions), and many are unable to afford full-cost private treatment. There is a need for increased mental health service provision for people from BME communities. Evidence from a variety of sources – including the Mental Health Foundation – notes that rates of mental health issues is higher within minority groups in the UK than the white population. In addition, accessing services is compounded as research suggests that stigma regarding mental illness within some BME communities is particularly high. There is a need to increase both access to psychotherapy to these communities, and to deliver a targeted outreach programme aimed at demystifying and de-stigmatising psychotherapy for potential service users. Links between mental illness and population characteristics such as poverty, unemployment and social isolation are well-established, and Lambeth, Southwark and Lewisham are ranked most deprived local authorities in the UK. The Guild has strong links with Lambeth and Southwark Mind, which has been consulted in developing this proposal. A targeted outreach programme to increase awareness/access to the service to people from BME groups will be overseen by the Clinic Co-ordinator with the support of the Clinic Committee (all qualified psychotherapists and Guild members). It is anticipated that in year 1 the clinic will provide psychotherapy sessions to 17 adults from BME groups. The numbers of beneficiaries are expected to increase to 22 in year 2, and 27 in year 3.

#### Financial Information

Forecast income for the current year 2015/16 is £232,056, of which £152,532 (65.7%) had been confirmed by January 2015. The charity's core income is generated through membership, training and student fees which are received throughout the year.

Year end at 30 September	2013/14 Audited Accounts	2014/15 Draft Accounts	2015/16 Current Year Budget
<b>Income and Expenditure</b>	<b>£</b>	<b>£</b>	
Income	221,686	225,785	232,056
Expenditure	210,964	207,676	235,833
Unrestricted Funds Surplus / (Deficit)	7,481	19,720	(3,777)
Restricted Funds Surplus / (Deficit)	3,241	(1,611)	0
Total Surplus / (Deficit)	10,722	18,109	(3,777)
Surplus / (Deficit) as a % of turnover	4.8%	8.0%	(1.6%)
Cost of Generating funds (% of income)	15,159 (6.8%)	15,357 (6.8%)	15,357 (6.6%)
<b>Free unrestricted reserves</b>			
Unrestricted reserves held at Year End	34,209	61,760	57,983
How many months' worth of expenditure	1.9	3.6	3.0
Reserves Policy target	52,741	51,918	58,958
How many months' worth of expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(18,532)	9,842	(975)

**MEETING: 18/03/2016**

**Ref: 12980**

## **ASSESSMENT CATEGORY - Improving Londoners' Mental Health**

**West London Gay Men's Project**

**Adv: Julia Mirkin**

**Amount requested: £110,766**

**Base: Kensington & Chelsea**

**Benefit: London-wide**

**Amount recommended: £77,000**

### **The Charity**

The West London Gay Men's Project (WLGMP) was initially set up to work with the Gay community, which, at that point, was experiencing the highest HIV infection rates in the Capital. WLGMP now targets a broader range of beneficiaries, including African communities, Trans\*(sic) communities and older people, improving health and well-being by providing clear, accurate and credible advice and information about HIV, sexually transmitted infection and sexual health. WLGMP has been providing pioneering services, including its Spectrum service, which is a user-led service specifically for Trans\* people, for 20 years across West London.

Trans\* is a term used to describe people whose gender identity occasionally or always does not correlate to the gender assigned to them at birth. This can include people who identify as transgender, transsexual, non-binary and genderfluid amongst many other identity descriptors. The application before you is to expand the therapeutic element of Spectrum, which will address the specific issues associated with being Trans\*, including gender and body dysphoria, issues around transitioning as well as more general issues of anxiety and isolation.

### **The Application**

Funding is requested to expand the counselling and group therapy service for transgender people facing mental health issues, in response to increasing demand.

### **The Recommendation**

This proposal is to support WLGMP to become the only voluntary provider of free counselling specifically for gender identity and transition issues, specifically for the Trans\* community in London. The gender identity clinic at Charing Cross Hospital offers counselling to Trans\* people. However, this does not necessarily address the specific issues relating to gender identity. WLGMP has extensive experience of working with excluded groups. It has demonstrated its capacity to evolve in response to changing patterns of HIV infection and in a changing funding environment and is well networked with local authorities, the NHS and other LGBT organisations.

The revised request is lower than the original amount requested as following the assessment meeting, it was agreed that this new Counsellor post would be part-time (20 h.p.w) instead of full-time.

***£77,000 over three years (£25,400; £25,200; £26,400) towards the part-time Counsellor (20 hpw) and the counselling and group therapy service for Trans\* people in London.***

### **Funding History**

None.

### **Background and detail of proposal**

Research estimates that there are 300,000 people affected by gender variance in the UK, over 48% of which have attempted suicide. The Trans Research Review, 2009,

carried out by NatCen for the Equality and Human Rights Commission, found that 'Trans\* people are among the most discriminated against of any minority group', demonstrated by the fact that 75% of Trans\* people have been physically intimidated or threatened and 60% have been victims of physical violence and/or sexual harassment. An even greater proportion of Trans\* people (81%) regularly avoid certain social situations and public spaces, which hugely affects their daily lives.

Mental health support is required to assist with dealing with these experiences. However, Trans\* people often require more specialised gender-identity counselling, which is not offered as part of the core training of councillors. Over 54% of Trans\* clients seeking support from healthcare professionals are turned away for being Trans\* and presenting problems that are beyond the remit of mainstream services (Trans Mental Health Study, 2012). Furthermore, many councillors who do offer this more specialised support are working privately and therefore, charge fees for their services. This is particularly challenging for this beneficiary group as Trans\* people find it difficult to find and keep themselves in employment: only 48% of the organisation's Trans\* clients are in full-time work.

The applicant proposes to offer free specialist therapeutic support as an addition to its existing Trans\* service that will support 70 clients per year. 480 hours of one-to-one psychotherapy specifically for Trans\* beneficiaries will be offered annually; group therapy, involving people at different stages of their sex reassignment treatment, will also be offered. These new programme elements will be coordinated and facilitated by a new part-time Trans\* specialist Counsellor with support from Trans\* sessional staff.

### **Financial Information**

For the current year to 31 March 2016, forecast income is £472,615 of which £399,299 (84%) had been confirmed by 22 December 2015. The CIC has advised that the reduction in income of £78,963 (14%) compared to the prior year is due to reduced income from public sector contracts. For the forthcoming year commencing 1 April 2016, forecast income is £451,187, of which £259,681 (58%) had been secured by the end of January 2016. This application to CBT is included in the 2016/17 income and expenditure figures in the table.

Historically, the majority of WLGMP's income, which has been awarded for HIV prevention work with Gay men, has come from statutory sources via local authority contracts which have been largely unrestricted and renewed annually. As WLGMP's remit is broadening, it is increasingly eligible for funding from the voluntary sector and is currently applying for multi-year grant funding, from which it aims to raise 20% of its turnover in the future. The charity is also increasingly working in partnership with other organisations or in multiple boroughs in response to a general trend to make efficiency savings across local government, for example, it is currently negotiating a 'tri-borough' health prevention project in Kensington and Chelsea, Hammersmith and Fulham and Westminster.

WLGMP's reserves policy aims to hold 12 months' worth of expenditure to safeguard against potential cuts to its local authority contract income. This relatively high target was discussed with the organisation and it advised that, given its changing sources of income, it intends to review this policy target in time for inclusion in its 2015/16 year-end accounts. On 31 March 2015 the charity held free reserves of £71,288, equating to 1.8 months' worth of expenditure. This is a comparatively low holding, and is considerably short of its 12 months reserves target of £475,908. As noted

above, the charity advises that it plans to increase income and make cost savings both of which should see free reserves increase in the future.

Year end at 31 March	2014/15 Accounts (Exempt from Audit)	2015/16 Current Year Forecast	2016/17 Budget
<b>Income and Expenditure</b>	<b>£</b>	<b>£</b>	<b>£</b>
Income	551,578	472,615	451,187
Expenditure	475,908	398,871	395,095
Unrestricted Funds Surplus / (Deficit)	75,670	(6,339)	56,092
Restricted Funds Surplus / (Deficit)	-	80,083	-
Total Surplus / (Deficit)	75,670	73,744	56,092
Surplus / (Deficit) as a % of turnover	13.7%	15.6%	12.4%
Cost of Generating funds (% of income)	34,729 (6.3%)	-	-
<b>Free unrestricted reserves</b>			
Free unres reserves held at Year End	71,288	64,949	121,041
How many months' of expenditure	1.8	2.0	3.7
Reserves Policy target	475,908	398,871	395,095
How many months' of expenditure	12.0	12.0	12.0
Free reserves over/(under) target	(404,620)	(333,922)	(274,054)

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**MEETING: 18/03/2016**

**Ref: 13143**

## **ASSESSMENT CATEGORY - Improving London's Environment**

**Kentish Town City Farm Ltd**

**Adv: Shegufta Rahman**

**Base: Camden**

**Benefit: Camden**

**Amount requested: £116,550**

**{Revised request: £118,308}**

**Amount recommended: £118,300**

### **The Charity**

Kentish Town City Farm (KTCF) was established in 1972, and is a working farm providing an essential green, open space in the heart of the city. It offers an immersive, hands-on experience in farming, gardening and animal care, enabling many local children to learn about the vital role natural environments play in everyday life. For Camden's most vulnerable individuals it provides unique farm-based therapeutic and developmental activities to help them cope with disability and disadvantage. KTCF has over 16,000 visitors a year, including approximately 6,000 school children, teachers and parents who come through its education programme.

### **The Application**

You are asked to fund the salary of a full-time Education Officer and associated project costs over three years. The post-holder would be responsible for delivering the education programme, which includes an advice service for nurseries, schools, special needs groups, play schemes and agencies working in the environmental or educational field in London. They would also be available to the 10,000 visitors each year to answer questions about the plants, animals and natural spaces, and support the corporate volunteer days. The current Education Officer has been in post for 14 years.

### **The Recommendation**

KTCF has been successful in developing numerous educational activities and programmes that cater to the diverse environment in which it operates. Over the last 10 years it has worked towards an on-going commitment to reducing its carbon footprint, including for example, by investing in green roofs and solar panels. It has developed the only inner-city horse riding club to compete in the London Youth Games, as well as training hundreds of young people in equine and animal care. KTCF has worked extensively with volunteers and has a consistent flow of demand from children; young people; and adults with mental health issues or learning disabilities. The charity has revised its initial request to include, now, an element for inflation. This increased sum can be recommended.

***£118,300 over three years (£38,850, £39,450, £40,000) for the salary of a full-time Education Officer, together with the associated project running costs.***

### **Funding History**

<b>Meeting Date</b>	<b>Decision</b>
10/09/2009	£115,500 over three years (£37,500; £38,500; £39,500) for the salary and project costs of an Education Development Officer.
27/02/2003	£87,000 over three years (£29,000, £28,250, £29,750) for the salary and project costs of an Education Development Officer.

## Background and detail of proposal

In 2015 KTCF developed a programme with the Camden Centre for Learning for secondary aged students whose primary need is their social, emotional or behavioural development. Six students go to the farm weekly (during term-time) for 90 minute sessions with the Education Officer, who uses a 'Learning Outside the Classroom' approach to introduce basic scientific and mathematical principles to the group.

School visits have grown considerably over the last 15 years, with demand increasing by 22% over the last three years. Each visit delivers material based on the curriculum, providing a truly educational, environmentally sound experience. Due to the tailored nature of the visits, many schools plan multiple visits throughout the year to coincide with seasonal changes. 97% of teachers of nursery children up to Key Stage 2 have reported that the standard of delivery was "Very Good" (the top score).

## Financial Information

Total forecast income for the current year ending 31<sup>st</sup> March 2016 is £247,241 of which £233,478 (94%) had been confirmed by February 2016. Budgeted income for the following year ending 31<sup>st</sup> March 2017 is £259,525, of which £97,825 (38%) had been confirmed at the same date.

The charity advises that income was higher in 2014/15 due to a capital receipt of £86,000 which has been used to upgrade the farm's facilities.

Unrestricted free reserves held at 31<sup>st</sup> March 2015 were £50,774, which is equivalent to 2.1 months' worth of expenditure and below the reserves policy target of 3 months' worth of expenditure. The trustees have advised that in 2016/17 they will seek funding for a Director to be in post in 2017, and whose focus will be to grow restricted and unrestricted revenue going forward.

The cost of generating funds is very low but the charity advises that this is due to almost two thirds of its income coming from statutory sources and self-generated income. Due to anticipated reductions in statutory income, the charity expects fundraising expenditure to increase over the coming years.

Year end at 31 March	2014-15 Audited Accounts	2015-16 Current Year Forecast	2016-17 Budget
	£	£	£
<b>Income and Expenditure</b>			
Income	324,263	247,241	259,525
Expenditure	287,492	251,218	259,450
Unrestricted Funds Surplus / (Deficit)	(37,643)	(3,979)	75
Restricted Funds Surplus / (Deficit)	74,414	0	0
<b>Total Surplus / (Deficit)</b>	<b>36,771</b>	<b>(3,979)</b>	<b>75</b>
Surplus / (Deficit) as a % of turnover	11.3%	(1.6%)	0.0%
Cost of Generating funds (% of income)	4,437 (1.4%)	6,676 (2.7%)	5,000 (1.9%)
<b>Free unrestricted reserves</b>			
Unrestricted free reserves held at Year End	50,774	46,795	46,870
How many months' worth of expenditure	2.1	2.2	2.2
Reserves Policy target	71,873	62,805	64,862
How many months' worth of expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(21,099)	(16,010)	(17,992)



**MEETING: 18/03/2016**

**Ref: 13188**

## **ASSESSMENT CATEGORY - Making London More Inclusive**

**Haringey Shed**

**Adv: Jack Joslin**

**Amount requested: £112,653**

**Base: Haringey**

**Benefit: Haringey**

**Amount recommended: £91,100**

### **The Charity**

Haringey Shed (HS) works with disadvantaged children of all abilities in Tottenham, to advance their education through participation in performing arts. HS was the first satellite project of Chicken Shed Theatre Company, a well-known organisation which has pioneered inclusive theatre for young people. Established in the late 1990s and an independent organisation since 2000, HS provides drama workshops for disabled and non-disabled children and young people, working together to produce exciting and entertaining public performances. Its work is inclusive and uses theatre, music and dance to give children and young people access to good quality creative activities both after school and during the holidays.

### **The Application**

The original application sought a contribution towards the post of Volunteer Manager (full-time) and Inclusion Worker (part-time) and has been revised to fit with your policy and to include some associated costs that were not included in the original budget (see Appendix A). HS now seek to fund a part-time Inclusion Worker (15hpw) and a contribution to the cost of the Volunteer Manager's post (15hrpw) and associated running costs over a three year period. The two posts will expand and improve the inclusivity of HS's volunteer programme ensuring there are more opportunities for volunteers with disabilities in Haringey.

### **The Recommendation**

HS offers high quality inclusive theatre and creative opportunities for children and young people of all ages and abilities. It has an impressive track record of delivering a range of creative programmes and performances and is committed to ensuring disabled young people are included in all aspects of its work. This project looks to develop the inclusivity of the organisation further by improving and developing volunteering opportunities for young people with disabilities and supporting them in their placements. The amount recommended is less than requested as some of the salary costs do not meet your criteria. A revised project budget including additional associated office costs has been included in Appendix A. Funding is advised as follows:

**£91,100 over three years (£30,100; £30,350; £30,650) for the salary of a part-time (15hpw) Inclusion Worker and a contribution towards the Volunteer Managers post (15hpw) and related overheads and associated project costs.**

### **Funding History**

Meeting Date	Decision
30/06/2011	£102,600 over three years (£33,200; £34,200; £35,200) towards the chief executive's salary and on-costs, plus an additional £5,000 (£3,750; £1,250) towards an organisational impact analysis.
08/07/2008	£15,000 for a third and final year's contribution towards the costs of

ensuring the full integration of young disabled people into the organisation's productions, subject to a satisfactory monitoring and evaluation report on the second year's work.

### Background and detail of proposal

Young people with disabilities can be isolated and often do not have the same access to opportunities as their peers. This proposed project looks to address this issue by offering a range of inclusive volunteering opportunities to young people aged 16 – 25 years. The project looks to expand the provision of HS's volunteering offer which will provide opportunities to 270 young people over the three years of the project. The Inclusion worker will work with the Volunteer Manager to ensure that at least 20 to 30 placements for young people with disabilities are created and supported each year. Young people will be supported to get involved with all aspects of HS work from community fundraising, office work, assisting with theatre sessions and engaging with the youth forum. The Volunteer Manager and Inclusion Worker will work together to identify opportunities for young people with disabilities, and work with each person to develop their skills, confidence, self-esteem and independence.

### Financial Information

The organisation advised that the reported deficit of £29,739 in their 2014/15 independently examined accounts was due to the decision to maintain its level of activities despite a drop in grant income and contributions.

All forecast income of £221,156 in the current year has been confirmed. Total budgeted income in the following year 2016/17 is £242,305, of which £138,385 (57%) had been confirmed by February 2016.

Year end at 31 March	2014/15 Independently Examined Accounts	2015/16 Current Year Forecast	2016/17 Following Year Budget
<b>Income and Expenditure</b>	£	£	£
Income	236,348	221,156	242,305
Expenditure	266,087	242,804	252,952
Unrestricted Funds Surplus / (Deficit)	(29,239)	45,117	50,705
Restricted Funds Surplus / (Deficit)	(500)	(66,765)	(61,352)
<b>Total Surplus / (Deficit)</b>	<b>(29,739)</b>	<b>21,648</b>	<b>(10,647)</b>
Surplus / (Deficit) as a % of turnover	(12.6%)	9.8%	(4.4%)
Cost of Generating funds (% of income)	22,163 (9.4%)	-	-
<b>Free unrestricted reserves</b>			
Free unrestricted reserves held at Year End	102,078	104,930	94,283
How many months' worth of expenditure	4.6	5.2	4.5
Reserves Policy target	60,000 – 120,000	60,000 – 120,000	60,000 – 120,000
How many months' worth of expenditure	2.7 – 5.4	3.0 – 5.9	2.8 – 5.7
Free reserves over/(under) target	42,078 – (17,922)	44,930 – (15,070)	34,283 – (25,717)

**MEETING: 18/03/2016**

**Ref: 13082**

**ASSESSMENT CATEGORY - Making London More Inclusive**

**Headway East London**

**Adv: Olivia Dix**

**Amount requested: £223,033**

**Base: Hackney**

**Benefit: Several NE London**

**Amount recommended: £146,000**

**The Charity**

Headway East London (HEL) was established 18 years ago and works with over 500 survivors of brain injury each year. HEL offers a range of specialist services across 14 boroughs in London, including: therapy; family support; community services; and day services, including the art studio. It is the only provider of its kind in inner London. HEL places an emphasis on peer support and on members taking responsible roles within the organisation. Over 40% of its volunteers are survivors of brain injury.

**The Application**

The applicant seeks funding towards the cost of creating a flagship art studio for adults disabled by brain injury; investment in its development as artists; enhancing public awareness of its work; and marketing its work.

**The Recommendation**

HEL is well-established, and the art studio delivers significant psychological and physical benefits to the participants. What is particular about the project is the development of the artists' skills and the ambitious but achievable plans to market the work as part, initially, of the 'outsider art' movement. Some of the artists' work has been sold and there have been several corporate commissions. Links have been established with key figures in 'outsider art' in the field. The amount requested was adjusted, as HEL has confirmed it's capable of raising money for the remainder of the costs, and developments can be staged in line with increased funding.

***£146,000 over three years (£46,600, £48,600, £50,800) towards the costs of establishing a flagship studio, marketing the work and enhancing public awareness.***

**Funding History**

Meeting Date	Decision
09/09/2010	£114,000 over three years (£43,000; £35,000; £36,000) for the salary of a f/t Project Leader and some running costs of a project supporting people into employment and greater independence.

**Background and detail of proposal**

The art studio was established in 2008 and moved to larger premises in a nearby railway arch in 2011, following a review demonstrating its potential for generating money and enhancing public awareness. Since 2011, the art studio has generated over £40,000; received private and corporate commissions; participants have acted as spokespersons; and visiting artists have run workshops. Informed by research into other organisations supporting artists with disabilities in the UK, USA and Japan, HEL aims to raise the bar for artists with disabilities and to become a leading advocate for artists with disabilities. HEL has established connections with a number of local galleries and programmes as well as prominent figures in the art world.

## Financial Information

Forecast income for the current year ended 31st March 2016 is £1,373,857, all of which had been confirmed as at 26th February 2016. Budgeted income for the following year ended 31st March 2017 is £1,609,043, of which £1,304,104 (81%) had been confirmed at the same date.

The charity advised that the increase in expenditure in 2015/16 was due to increased staffing in the case work department following a successful Lottery bid, and the employment of a new Communications Manager. Income did not proportionately increase however, leading to an overall deficit of £104,360 for the year. The charity advises that this shortfall was largely due to staff changes in the fund raising team at the time which has now settled again.

The charity has advised that the increase in income and expenditure in 2016/17 is due to an increase in the number of clients and therefore much of their 2016/17 income is secure.

The organisation has set a reserves target of £281,959 as a "winding up reserve" to cover redundancy costs and obligations in the event of winding up the charity and to run the service for 6 weeks while other support is found for their members. This reserve is on the low side, equating to approximately 2 months' worth of total expenditure. Your grants officer has discussed this with the charity and advised that a target reserve is normally set to also provide cover for unexpected fluctuations in income and expenditure in addition to winding up costs. Your officer also noted that the current level of free reserves of £249,534 was below target and could not sustain the ongoing pattern of deficits as shown in the table. The charity advised that it was aware of the need to balance its budget going forward and said it had agreed a Business Development Plan which it hopes will generate additional income and reduce costs to place its finances in a balanced and sustainable position from 2017/18.

Year end at 31 March	2014/15 Audited Accounts £	2015/16 Current Year Forecast £	2016/17 Budget £
<b>Income and Expenditure</b>			
Income	1,232,336	1,373,857	1,609,043
Expenditure	1,282,822	1,478,217	1,657,025
Unrestricted Funds Surplus / (Deficit)	24,643	(79,379)	1,595
Restricted Funds Surplus / (Deficit)	(75,129)	(24,981)	(49,576)
Total Surplus / (Deficit)	(50,486)	(104,360)	(47,982)
Surplus / (Deficit) as a % of turnover	(4.1%)	(7.6%)	(3.0%)
Cost of Generating funds (% of income)	66,913 (5.4%)	109,909 (8%)	106,197 (6.6%)
<b>Free unrestricted reserves</b>			
Unrestricted free reserves held at Year End	328,913	249,534	213,780
How many months' worth of expenditure	3.1	2.0	1.5
Reserves Policy target	281,959	281,959	Not known
How many months' worth of expenditure	2.6	2.3	-
Free reserves over/(under) target	46,954	(32,425)	Not known

**MEETING: 18/03/2016**

**Ref: 12849**

**ASSESSMENT CATEGORY - Making London More Inclusive**

**Independent Living Agency (ILA)**

**Adv: Sandra Jones**

**Amount requested: £106,627**

**Base: Barking & Dagenham  
Benefit: Barking & Dagenham,  
Havering and Redbridge**

**Amount recommended: £106,600**

**The Charity**

Operating since 1997, ILA provides support to disabled people by raising awareness of the options available to them regarding their care needs, and then working towards ensuring that they have the choice on how these are managed. This is done through five services. These are: the 'Choices' project, which provides advocacy, support, information and assistance with finding accommodation and training on daily living skills; financial management services facilitating the management of direct payments of individual budgets; a payroll service to support disabled people who employ their own staff as part of their personal budget management; accessible transport; and an equipment service providing aids for daily living for disabled people.

**The Application**

ILA seeks funding towards a 'Peer Support Brokers' project which will train disabled people to assist other disabled people to manage their personal budgets. The brokers will also provide disabled people with a short consultancy to research the best local service providers, help them choose the most appropriate ones and develop personalised plans on how their personal budgets can be spent.

**The Recommendation**

Over the years, ILA has been in the forefront of supporting disabled people to have their own personal budgets for care. The request fits closely with your areas of interest in making London more inclusive, i.e. enabling disabled people to live independently, and helping people with a newly acquired or diagnosed disability to maintain choice and control in their lives. The funding is for a part time Project Co-ordinator (21 hours per week) over three years with associated running costs. There will also be funding for the peer support workers, which tapers in year 2 and decreases to nothing in year 3 as they take on paying clients.

***£106,600 over three years (£42,000; £35,300; £29,300) for a part time Project Co-ordinator (21 hours per week) to manage the project and project costs for delivering the Peer Support Brokers programme for Londoners.***

**Funding History**

Meeting Date	Decision
10/07/2007	Application declined

**Background and detail of proposal**

Under the Care Act, local authorities have a legal obligation to offer personal budgets and to conduct a care and support plan, which was previously stated only in guidance as part of the Personalization agenda. However, whilst the local authority should now provide advocacy support if necessary, there is no requirement to offer support to disabled people to manage their personal budgets. ILA undertook a pilot in 2013 whereby it offered support to individuals who had been given a personal budget (typically between £5,000 to £10,000) to plan out their year and to make most effective

use of their personal budget to assist them with their own health, welfare, development and independence. Disabled people were trained to offer this service. The evaluation showed that participants were able to access activities such as attending college, engaging in sport and art to improve their health, and cooking healthier meals. In addition, individuals were able to run their own personal care rather than leaving it to their family. All participants appreciated the service and the independence which it offered.

By using peer brokers, i.e. disabled people to broker for other disabled people, there is the addition that the brokers would be given training which would lead to employment opportunities in the future as they became qualified personal budget brokers. This is reflected in the budget.

### Financial Information

Forecast income for the current year ending 31st March 2016 is £107,339 all of which had been confirmed as at 1st March 2016. Budgeted income for the following year ending 31st March 2017 is £100,257 of which £48,970 (49%) had been confirmed as at the same date. The increased expenditure in the current year is due to the £42,000 purchase of software for the payroll and finance services and the cost of the auditor who is currently working with the charity to help set up the payroll service as a separate trading arm.

Income is forecast to decrease over the 3 year period. The charity have advised that the process of embedding the new computer system along with staff changes and training has caused lower productivity, which has reduced income. The charity advises that it anticipates income increasing and the budget returning to a balanced position during 2017/18. Free unrestricted reserves were £147,485 as at 31st March 2015, which is equivalent to 14.4 months' worth of expenditure and substantially above the reserves policy target. Whilst still ahead of target, actual free unrestricted reserves are forecast to decrease to £77,220 by 31 March 2017 due to the forecast deficits in the current year and 2016/17. The cost of generating funds is based on a proportion of the CEO's salary, and in the current year a consultant. The charity's income is mostly derived from statutory sources and trading income, therefore their cost of generating funds is low.

Year end at 31 March	2014/15 Independently Examined Accounts	2015/16 Current Year Budget	2016/17 Budget
	£	£	£
<b>Income and Expenditure</b>			
Income	159,840	107,339	100,257
Expenditure	123,050	191,933	127,928
Unrestricted Funds Surplus / (Deficit)	36,790	(42,594)	(27,671)
Restricted Funds Surplus / (Deficit)	-	(42,000)	(1,000)
<b>Total Surplus / (Deficit)</b>	<b>36,790</b>	<b>(84,594)</b>	<b>(28,671)</b>
Surplus / (Deficit) as a % of turnover	23.0%	(78.8%)	(28.6%)
Cost of Generating funds (% of income)	4,500 (2.5%)	7,000 (6.5%)	4,500 (4.5%)
<b>Free unrestricted reserves</b>			
Free unrestricted reserves held at Year End	147,485	104,891	77,220
How many months' worth of expenditure	14.4	6.6	7.2
Reserves Policy target	32,000	50,000	50,000
How many months' worth of expenditure	3.1	3.1	4.7
Free reserves over/(under) target	115,485	54,891	27,220

**MEETING: 18/03/2016**

**Ref: 13046**

## **ASSESSMENT CATEGORY - Making London More Inclusive**

**Islington Boat Club (IBC)**

**Adv: Sandra Jones**

**Amount requested: £81,900**

**Base: Islington**

**Benefit: Islington, Hackney**

**Amount recommended: £81,900**

### **The Charity**

Operating since 1983, Islington Boat Club (IBC) offers a range of activities for young people with the aim of developing and improving their life skills and confidence. The organisation has been accredited by the Royal Yachting Association (RYA) as a registered 'Sailability' charity that exists to promote water sports to disabled people. Activities are water and land based; and supervised. From their barge they also operate a youth club. Young people are encouraged to reach their full potential by enabling them to gain skills, proficiency awards and, ultimately, coaching certificates.

### **The Application**

IBC seeks three year funding for 'All Aboard', a project to support disabled young people to take part in sports that they would not try otherwise. By offering 2 courses per week specifically for young disabled people, it will enable them to learn a new skill and build confidence which will enable them to take part in other activities on offer at IBC alongside non-disabled young people. The ultimate aim of the project is to provide integrated water sports activities.

### **The Recommendation**

IBC is a highly regarded organisation providing supervised water and land based activities for young people. Currently there are some disabled young people who take part but this project aims to increase the number of disabled young people using the Centre and to ensure that activities are fully inclusive. The programmes of activity will be co-designed by the IBC and participants, therefore have not been finalised. It is recommended that the grant be subject to IBC submitting the final co-designed programmes.

***£81,900 over three years (3 x £27,300) towards the costs of 4 instructors for 7 hours per week each, for 39 weeks per annum. The grant is subject to submission of satisfactory, final, co-designed programmes.***

### **Funding History**

None

### **Background and detail of proposal**

Through being an accredited RYA Sailability club, IBC are able to give assurance that they have the correct procedures and management in place to provide a safe environment to participants. The staff are all trained and qualified Sailability Instructors who deliver sports pathways for people of all abilities to maximise the success of participants.

Activities for the All Aboard project will be for disabled young people aged from 9 years, with those who do not feel confident initially taking part in land based activities. The programme will be designed by disabled young people, including the

timing of the two sessions per week. This will be organised by the co-ordinator who will deliver workshops and focus groups, ensuring that the needs of the participants are fully met.

In addition to the weekly sessions, ten peer mentoring / family days will be organised throughout the year in conjunction with the participants.

### Financial Information

Forecast income for the current year ending 31<sup>st</sup> March 2016 is £149,652, all of which has been confirmed. Budgeted income for the following year ending 31<sup>st</sup> March 2017 is £153,703, of which £80,940 (53%) has been confirmed as at 25<sup>th</sup> February 2016.

The charity has advised that the decrease in income in 2015/16 compared to the prior year was mainly due to a decrease in funding from Islington Council of £112,095 and a total of £77,100 of one-off grants in 2014/15; expenditure has decreased in line with this. However, this application to CBT for £81,900 is not included in the income and expenditure figures in the table and would come some way to offsetting these reductions.

The cost of generating funds was not disclosed in the audited accounts for 2014/15; however the charity has provided an estimate for 2014/15 shown in the table below.

The charity has advised that its reserves policy is currently under review; however it anticipates that 6 months' worth of expenditure is likely to be sufficient.

Free unrestricted reserves were £56,811 as at 31<sup>st</sup> March 2015, being equivalent to 2 months' worth of expenditure; this is significantly below the current reserves policy target to hold 12 months' worth of expenditure. However, reserve levels are forecast to increase and the charity is currently undertaking refurbishment of its premises, due to be completed this year, which it anticipates will increase income capacity by £20,000 per annum from 2017/18.

Year end at 31 March	2014/15 Independently Examined Accounts	2015/16 Current Year Forecast	2016/16 Budget
<b>Income and Expenditure</b>	£	£	£
Income	330,217	149,652	153,703
Expenditure	338,558	149,303	132,572
Unrestricted Funds Surplus / (Deficit)	49,744	51,901	21,131
Restricted Funds Surplus / (Deficit)	(58,085)	(51,552)	0
Gains on investment assets	1,352	-	-
Total Surplus / (Deficit)	(6,989)	349	21,131
Surplus / (Deficit) as a % of turnover	(2.1%)	0.2%	13.7%
Cost of Generating funds (% of income)	£24,000 (7.3%)	-	-
<b>Free unrestricted reserves</b>			
Unrestricted reserves held at Year End	56,811	108,712	129,843
How many months' worth of expenditure	2.0	8.7	11.3
Reserves Policy target	338,558	149,303	132,572
How many months' worth of expenditure	12.0	12.0	12.0
Free reserves over/(under) target	(281,747)	(40,591)	(2,729)



**MEETING: 18/03/2016**

**Ref: 12994**

## **ASSESSMENT CATEGORY – Making London More Inclusive**

**Rosetta Life**

**Adv: Olivia Dix**

**Amount requested: £66,661**

**Base: Lambeth**

**Benefit: Camden**

**Amount requested: £66,700**

### **The Charity:**

Rosetta Life is a national charity, founded in 1999, with considerable activity in London. Its objects are: the relief of emotional suffering of persons with life threatening illnesses (Note: the charity is changing to these objects from 'to offering relief to terminally ill people') by providing a creative service that enables individuals to document their lives in whatever form is appropriate to their needs and advancing the education of the public and professionals through exhibitions, performances and screenings and training packages for artists, nursing and medical staff. It also develops advocacy media tools to communicate to wider audiences the needs and stories of those living with life threatening illnesses ([www.youtube.com/rosettalive](http://www.youtube.com/rosettalive)). It has a core team of three staff and a wide network of associate artists.

### **The Application:**

Funding is requested to replicate a model for movement and singing activities for stroke survivors - 'Stroke Odysseys' across London - and to ensure its legacy through training. The model addresses anxiety, depression and resilience amongst newly disabled stroke survivors and carers in order to support stroke survivors to maintain independent living and increase their quality of life.

### **The Recommendation:**

The organisation has a long track record of work in health care that facilitates the partnerships with hospitals and other health institutions. It also works with art and cultural institutions necessary to the project. Rosetta Life has worked for three years delivering dance and song writing performance projects for stroke rehabilitation, with strong qualitative evidence for good psychological outcomes. Despite very limited resources in 2014/15, it secured a substantial grant to develop the clinical model. The Artistic Director is very well networked and has the experience to deliver the project successfully, and the organisation is much stronger than its fragile financial position would imply. There is an evaluation of the work by the University of Surrey and the London School of Economics, which will help to promote replicability and leverage further funding.

***£66,700 over two years (£21,050, £45,650) to replicate the model for movement and singing for stroke survivors across London.***

### **Funding History**

None

### **Background and detail of proposal**

The application fits clearly into the Making London More Inclusive programme through helping stroke victims regain some control over their lives and using arts to improve their well-being. The Stroke Odyssey programme originated in Derry in

2013. The clinical model will consist of: collaborative arts and health interventions; participatory performance; collaborations between professional artists and participants; innovative training of peer ambassadors (stroke survivors living with complex disabilities); and pathways between clinical rehabilitation and ongoing rehabilitation in the community through the arts. The model will also include sustainable partnerships and a network of key agencies and beneficiaries that can facilitate the planned legacy of the project following this phase of funding. The anticipated consequences are: increased participation with a 20% reduction in depression and anxiety by participants; more positive attitudes towards the disabilities of stroke victims; and an increase in participants' self-esteem and confidence.

### Financial Information

In 2014/15 the organisation contracted significantly, focusing its limited resources on the successful application to develop the clinically approved Stroke Odyssey model. A part-time Finance Director will be appointed in 2016 and Trustees are committed to reaching their reserves policy of three months total salary costs in 2016

Year end at 31 March	2013/14 Independently Examined/ Audited Accounts	2014/15 Draft Outturn	2015/16 Current Year Forecast
	£	£	£
<b>Income and Expenditure</b>			
Income	53,782	13,013	104,595
Expenditure	45,935	19,873	81,656
Unrestricted Funds Surplus / (Deficit)	37	55	1,500
Restricted Funds Surplus / (Deficit)	7,071	(6916)	21,439
<b>Total Surplus / (Deficit)</b>	<b>7,108</b>	<b>(6,861)</b>	<b>22,939</b>
Surplus / (Deficit) as a % of turnover	13.2%	52%	22%
Cost of Generating funds (% of income)	8%	0	0
<b>Free unrestricted reserves</b>			
Unrestricted free reserves held at Year End	37	93	1,500
How many months' worth of expenditure	N/A	N/A	N/A
Reserves Policy target	7,666	2,571	11,500
How many months' worth of expenditure (employees)	3	3	3
Free reserves over/(under) target	(7,629)	(2,478)	(10,500)

MEETING 18/03/2016

Ref: 12964

## ASSESSMENT CATEGORY - Making London More Inclusive

St Paul's Church West Hackney

Adv: Tania Bronstein

Base: Hackney

Amount requested: £52,550

Benefit: Hackney

Amount recommended: £52,250

### The Charity

St Paul's Church West Hackney (SPCWH) is an Anglican parish church with an active community programme including projects of its own and others in partnerships with local charities. These include: a social club for elderly people; a winter night shelter for homeless people; a cooking project for people on low incomes; and several young people's projects. The church hall is regularly used by 25+ groups, including Narcotics Anonymous; an over 60's dance group; a sexual health project for women in street prostitution; London Action for the Homeless; Hackney Guides; a luncheon club for African Caribbean people with mental health problems; and the local cadets.

### The Application

SPCWH plans to redevelop its church hall to provide more accessible spaces for community use. It seeks a grant towards the costs of a walk-in accessible toilet, shower and wet room, a wall climbing stair lift, and an external platform lift.

### The Recommendation

The project responds to evidenced demand for accessible community spaces, and has been carefully designed to meet the needs of groups who miss out the most.

***£52,250 towards the redevelopment of the church hall to accessible standards to provide stair lifts and an accessible WC and shower/ wet room.***

### Funding History

None

### Background and detail of proposal

Built in the 1960's to replace a church bombed in World War Two, SPCWH has a large hall adjacent to the church and three other meeting spaces and toilet facilities that are not fully accessible. The church has appointed architects experienced in designing buildings for community use, and their refurbishment plans to address the problems above incorporate recommendations from an access audit by Centre for Accessible Environments carried out in 2015. Local residents and current and potential hall users were consulted about the plans using animated films that enabled viewers to figure out how the hall could change and improve.

SPCWH has obtained planning permission and faculty approval from the Diocese of London. It secured £77,800 to develop the proposal and £814,618 for the building work from the Big Lottery Fund, and a further grant to replace a boiler from Hackney Parochial Charities. The grant sought is for the balance needed.

The hall is used to maximum capacity, with activities programmed back-to back, some days from 8:30 a.m. to 9:00 p.m. and there is a waiting list of 11 local groups looking for space to hire. Many current hall users need more accessible spaces. For example, users of the local Alzheimer's Society and St Joseph's Hospice have reserved places at the church-hosted "Posh Club", a cabaret style club for older people run to unusually high standards using professional caterers and entertainers.

SPCWH is experienced in delivering capital programmes. It recently restored a two-acre former burial ground at the back of the church. Previously an unsightly hub for anti-social activity, this is now an attractive, well-maintained and popular public recreation ground. The need and merits for a grant are well evidenced.

### Financial Information

Forecast income for the year ending 31 December 2016 is £159,538, of which £31,000 (19.4%) had been raised by 1<sup>st</sup> February 2016. The charity advises that owing to building work its turnover is much lower in 2016.

The total cost of the capital development is £923,982 of which £871,432 (94.3%) has been secured (comprising £814,618 from the Big Lottery Fund and £56,814 from Hackney Parochial Charities). These contributions and the related expenditure are not included in the table below, which shows only operating income and expenditure.

Forecast free reserves of £75,428 at 31<sup>st</sup> December 2016 are ahead of the policy to hold three months' worth of expenditure. The charity advises that when expenditure returns to normal levels in 2017, then free reserves are expected to, once again, equate to the policy level.

The cost of generating funds is low as parishioners help to raise funds. The sums below represent fees paid to a fundraiser for help over specific appeals.

Year end at 31 <sup>st</sup> December	2014 Independently Examined Accounts	2015 Draft Outturn	2016 Forecast
	£	£	£
<b>Income and Expenditure</b>			
Income	152,118	305,519	159,538
Expenditure	186,952	259,436	152,261
Unrestricted Funds Surplus / (Deficit)	(21,778)	30,614	14,714
Restricted Funds Surplus / (Deficit)	(49,218)	15,469	(7,437)
Gain/loss on investments	50,773	5,408	Not known yet
Total Surplus / (Deficit)	15,940	51,491	7,277
Surplus / (Deficit) as a % of turnover	10.5%	16.9%	4.6%
Cost of Generating funds (% of income)	5,591 (3.7%)	7,655 (2.5%)	7,500 (4.7%)
<b>Free unrestricted reserves</b>			
Unrestricted free reserves held at Year End	30,100	60,714	79,573
How many months' worth of expenditure	1.9	2.8	5.9
Reserves Policy target (agreed in 2015)	-	64,860	38,064
How many months' worth of expenditure	-	3	3
Free reserves over/(under) target	-	(4,146)	41,509

**MEETING: 18/03/2016**

**Ref: 13076**

## **ASSESSMENT CATEGORY - Making London Safer**

**Albert Kennedy Trust**

**Adv: Olivia Dix**

**Amount requested: £90,000**

**Base: Hackney**

**Benefit: London-wide**

**Amount recommended: £90,000**

### **The Charity**

The organisation was founded in 1989 in Manchester and is named after Albert Kennedy, a 16 year-old who died after falling from a car park roof following homophobic abuse. The Trust (AKT) provides support, advice and guidance to young people aged 16-25 who are lesbian, gay, bisexual or transgender and who are homeless, or at risk of becoming homeless. AKT helps prevent these young people becoming homeless and, if homeless, offers them a range of support services through the 'Purple Pathway' including access to: housing; healthcare; finance support; education; training and work. The charity has offices in Newcastle, Manchester and London and the overall operations are run from London, where the CEO is based.

### **The Application**

The request is for funding towards the salary costs (including NI and Pension) of the London Senior Practitioner. This is a key existing post, whose role is to assess the needs of young LGBT people who are homeless or vulnerably housed and oversee their placement into safe housing and eventually to independent living. The staff member also oversees mentor relationships and trains local authority staff in best practice in meeting the needs of LGBT young people.

### **The Recommendation**

Homelessness in young people is a significant problem nationally, and is worse in London because of housing costs. Young LGBT homeless people have often suffered abuse, violence or rejection because of their gender identity or sexual orientation and are more at risk on the streets. AKT is one of only two providers of accommodation support to homeless LGBT youths in the country. The application fits the Making London Safer criteria by providing appropriate services that understand and meet the needs of LGBT survivors of domestic violence accessing appropriate services, and making them, as victims of hate crime, more aware of their rights and empowered. The organisation is well-run, with a clear sense of purpose and a focus on performance, with quarterly targets monitored through KPIs. If you agree the grant requested, the balance needed to fully fund the post has been secured already.

***£90,000 over three years (3x £30,000) towards the salary costs of the f/t post of London Senior Practitioner.***

### **Funding History**

None.

## Background and detail of proposal

In 2014 AKT commissioned a national review into the experience of homelessness for young LGBT people aged 16-25 in the UK. This found that they are grossly over-represented within youth homeless populations (24%) and are at higher risk of becoming homeless due to parental rejection; familial physical, sexual and emotional abuse; and/or familial violence. Once homeless, LGBT youth are more likely to experience targeted violence, discrimination and hate crime. When they seek help, limited understanding by housing service providers puts them at greater risk of discrimination and harassment. AKT provides advice, support and housing referrals. Young people are supported in the short-term through a crisis, or up to 18-24 months. In 2013/14 AKT provided a total of 7,879 nights off the streets compared to 3,013 the previous year. It anticipates helping 450 young LGBT people in London in 2015. Between April and June 2015, it was contacted by 148 young people and provided 559 nights of accommodation. The proposal aims for 75% of the young people assessed to: be placed in safe homes where they no longer face harm or risk; achieve sustainable futures through securing employment, education or training; and that 90% show a positive improvement in their outcome scores in emotional/sexual wellbeing, physical health, social networks, drug and alcohol misuse, managing money, self-care and living skills, keeping safe and personal relationships.

## Financial Information

All forecast income in the current year 2015/16 of £1,012,352 has been secured. Total budgeted income in the following year 2016/17 is £1,152,538, of which £841,000 (73%) had been confirmed by February 2016. This pending application to CBT is not included in the table below.

Year end at 31 March	2014/15 Audited Accounts	2015/16 Forecast Outturn	2016/17 Following Year Budget
	£	£	£
<b>Income and Expenditure</b>			
Income	1,013,225	1,012,352	1,152,538
Expenditure	1,022,833	952,403	1,104,847
Unrestricted Funds Surplus / (Deficit)	54,136	58,479	46,491
Restricted Funds Surplus / (Deficit)	(63,744)	1,470	1,200
<b>Total Surplus / (Deficit)</b>	<b>(9,608)</b>	<b>59,949</b>	<b>47,691</b>
Surplus / (Deficit) as a % of turnover	(0.9%)	6.0%	4.0%
Cost of Generating funds (% of income)	162,527 (16.0%)	172,100 (17%)	172,881 (15%)
<b>Free unrestricted reserves</b>			
Unrestricted free reserves held at Year End	279,411	337,890	384,381
How many months' worth of expenditure	3.3	4.3	4.2
Reserves Policy target	340,944	317,468	368,282
How many months' worth of expenditure	4.0	4.0	4.0
Free reserves over/(under) target	(61,533)	20,422	16,099

**MEETING: 18/03/2016**

**Ref: 13194**

## **ASSESSMENT CATEGORY - Making London Safer**

**International Social Service of the United Kingdom  
(operating as CFAB)**

**Adv: Sandra Jones**

**Amount requested: £148,887**

**Base: Westminster  
Benefit: London-wide**

**Amount recommended: £135,000**

### **The Charity**

International Social Service of the United Kingdom (CFAB) is an independent charity which is also part of a wider international network of agencies. It was established in 1955 to promote and protect the rights and welfare of children and families whose personal circumstances require inter-country liaison. Most cases involve children who are separated from one or both parents and for whom alternative care plans have to be made. CFAB works specifically to support children who fall into one or more of the following categories: the victims of child trafficking; unaccompanied asylum seekers; those separated from parents by family conflict; and those resulting from private fostering arrangements.

### **The Application**

The applicant is seeking three year funding towards the costs of providing specialist information, advice, advocacy and casework services for some of London's most vulnerable children who are victims of child abuse, victims of neglect and children who have been trafficked or are at risk of being trafficked.

### **The Recommendation**

CFAB does not deliver a statutory service but greatly enhances the quality of such services to very vulnerable children. The request is towards 14% of the social and case work team, which covers the work undertaken with children based in London and equates to 1 FTE post. The costs of the programme support and overheads are high at approximately 40% of the project and therefore it is recommended that this is reduced. This has been discussed with the applicant who stated that the reduction will not affect the delivery of the project.

***£135,000 over three years (£45,000 each year) to cover the costs of FTE Social Worker and Caseworker and associated programme and running costs.***

### **Funding History**

<b>Meeting Date</b>	<b>Decision</b>
28/01/2016	Application withdrawn.
07/09/2006	£120,000 over three years (3 x £40,000) for the salary of a Project Manager with running costs for work engaging with 20 local authorities in London to provide more appropriate services for young people in crisis.

### **Background and detail of proposal**

CFAB works with children with international families and this creates a particular set of challenges which the traditional mix of national charities and local authority-based child protection services find it difficult to deal with. Using long-established networks in other countries, CFAB is able to research and present background information on

Black and Minority Ethnic children who are outside their country of origin and looked after by a local authority in London. These children are extremely vulnerable as, for many, one or both parents may remain overseas. CFAB works with charities, the police, courts, social service providers and individuals. Over the years the charity has built up a network across 120 countries giving them access to high quality and locally appropriate child protection and family services.

The demand for services working with these vulnerable children has been increasing, and if funded the charity will be working with 465 children, often presenting with complex cases involving children at risk of abuse, being abused or victims of trafficking. The work will be carried out through the charity's social work team and casework team, of which 14% of their time will be dedicated to working with children based in London. This equates to a full time post.

### Financial Information

Forecast income for the current year ending 31 March 2016 is £782,244 of which £604,312 (77.3%) was confirmed as at 31<sup>st</sup> October 2015. Budgeted income for the following year ending 31 March 2017 is £681,041, of which £182,951 (26.7%) was confirmed as at 25th February 2016. The forecast income in 2015/16 shows a reduction on the previous year due to 2014/15 being the charity's 60<sup>th</sup> anniversary year and it receiving one-off donations from a number of major donors totalling £140,000. Expenditure also decreased in 2015/16 due to a major restructure in the prior year which entailed some redundancy costs.

The charity advises that the increase in the unrestricted funds surplus in the current year is due to better costing of services, leading to an increase in some fees charged, and savings due to the restructure. This has also enabled the charity to increase unrestricted reserves in-line with its reserves policy target to hold between 3 and 6 months' worth of expenditure.

Year end at 31 March	2014/2015 Independently Examined Accounts	2015/2016 Current Year Forecast	2016/2017 Budget
<b>Income and Expenditure</b>	<b>£</b>	<b>£</b>	<b>£</b>
Income	949,870	782,244	681,041
Expenditure	894,319	715,839	679,654
Unrestricted Funds Surplus / (Deficit)	37,809	107,800	40,609
Restricted Funds Surplus / (Deficit)	17,742	(41,395)	(39,222)
<b>Total Surplus / (Deficit)</b>	<b>55,551</b>	<b>66,405</b>	<b>1,387</b>
Surplus / (Deficit) as a % of turnover	5.8%	8.5%	0.2%
Cost of Generating funds (% of income)	178,603 (18.8%)	-	-
<b>Free unrestricted reserves</b>			
Unrestricted free reserves held at Year End	131,330	239,130	279,739
How many months' worth of expenditure	1.8	4.0	4.9
Reserves Policy target	223,580 – 447,159	178,960 – 357,920	169,913 – 339,827
How many months' worth of expenditure	3.0 – 6.0	3.0 – 6.0	3.0 – 6.0
Free reserves over/(under) target	(92,250) – (315,829)	60,170 – (118,790)	109,826 – (60,088)



**MEETING 18/03/2016**

**Ref: 13069**

## **ASSESSMENT CATEGORY - Making London Safer**

**Kiran Project**

**Adv: Tania Bronstein**

**Base: Waltham Forest**

**Amount requested: £104,289**

**Benefit: Waltham Forest**

**Amount recommended: £102,500**

### **The Charity**

Kiran Project (KP) supports Asian women experiencing gender-based violence (GBV). Its services include a refuge providing temporary accommodation and support for women and children who have fled abusive relationships, and also an outreach project. The latter assists women in the community at risk of, or experiencing, GBV, and helps former refuge residents as they resettle in the community. KP directly helps an average of 250 women and 400 children every year.

### **The Application**

KP seeks three-year funding to employ a full-time Outreach and Advocacy Worker. The worker would run a drop-in service to offer practical and emotional support to women experiencing GBV, and to link them with services to assure their safety and wellbeing. In addition, the worker would: support former refuge residents to settle into new homes and communities; organise delivery of life and vocational skills courses; run peer support groups; and facilitate workshops to acquaint women with services.

### **The Recommendation**

KP is a well-managed charity whose high quality individualised and culturally sensitive services enable Asian women and children to flee harmful and life threatening situations and rebuild their lives.

***£102,500 (£34,000; £34,200; £34,300) towards a full-time salary and on-costs to support BME women who have survived, or are at risk of, domestic abuse***

### **Funding History**

Meeting Date	Decision
07/05/2009	£96,400 over 3 years (£32,200; £31,600; £32,600) towards the salary and related costs of children's support services.

### **Background and detail of proposal**

KP offers services that are typical of those provided by Black and Minority Ethnic (BME) charities supporting women at risk of, or who have survived, GBV. Managed and staffed by women from the communities served, they are uniquely equipped to understand their users' needs, to offer culturally sensitive services, and to provide strong role models critical to the transition from victimhood to violence-free, autonomous lives. However, because these charities tend to be small and specialist, they are at a disadvantage in competitive tendering driven chiefly by cost-saving concerns. Recently, several BME women's services have closed or have drastically reduced services, and some are under threat. According to London Councils, 733 BME women sought refuge services in London in 2015. Only 154 of them were successful.

The situation facing KP reflects this trend. Last year, Waltham Forest put refuge services out to tender and awarded a single contract to a large provider able to show economies of scale. As a consequence, from 2016/17 KP will no longer receive the annual grant it has been receiving in the past, worth £82,274 in 2015/16. Since then, KP has taken a number of measures described under "financial observations" below, and is receiving support from a consultant funded by Lloyds Bank Foundation expressly to help trustees plan how best to manage the challenges ahead.

If the requested grant were approved, the balance to be raised in 2016/17 would reduce to just under £30K. A grant would not replace statutory funds because this is sought for outreach, not for refuge services.

### Financial Observations

All forecast income of £229,388 in the current year 2015/16 has been confirmed. Budgeted income in 2016/17 totals £233,779, of which £170,364 (72.9%) was secured as at 18<sup>th</sup> February 2016. The budget includes this pending application to CBT.

The charity advised that its operations have significantly decreased (i.e. income in 2013 was £433k), and that the deficit in 2014/15 was due to a number of funding streams simultaneously coming to an end. As the charity will no longer receive an annual subsidy from LB Waltham Forest from 2015/16, it has been seeking grants to make up the funding gap and has restructured its staff. However, during the years in which a local authority subsidy was received, the charity was able to build free unrestricted reserves, which are forecast to exceed the upper end of the policy level at the year ending 2016/17. The charity advised it may need to draw upon these reserves to sustain its services during the further challenges ahead.

The cost of generating funds was not disclosed in the audited accounts for 2014/15. The charity has provided an estimate, which includes a fundraiser's fees and also 40% of the salary costs of the Director. The charity has confirmed that it will disclose the cost of generating funds in its accounts in the future.

Year end at 31 March	2014/15 Audited Accounts	2015/16 Current Year Forecast	2016/17 Next Year Budget
	£	£	£
<b>Income and Expenditure</b>			
Income	242,620	229,388	233,779
Expenditure	287,290	225,240	235,077
Unrestricted Funds Surplus / (Deficit)	(32,844)	15,404	(1,298)
Restricted Funds Surplus / (Deficit)	(11,826)	(11,256)	-
Total Surplus / (Deficit)	(44,670)	4,148	(1,298)
Surplus / (Deficit) as a % of turnover	18.4%	1.8%	0.5%
Cost of Generating funds (% of income)	-	-	20,515 (8.8%)
<b>Free unrestricted reserves</b>			
Unrestricted free reserves held at Year End	129,788	145,192	143,894
How many months' worth of expenditure	5.4	7.7	7.3
Reserves Policy target	71,822-143,645	56,310-112,620	58,769-117,538
How many months' worth of expenditure	3-6	3-6	3-6
Free reserves over/(under) target	57,966-13,857	88,882-32,572	85,125-26,356

**MEETING: 18/03/2016**

**Ref: 13091**

## ASSESSMENT CATEGORY - Older Londoners

**Claremont Project (Islington)**

**Adv: Olivia Dix**

**Base: Islington**

**Amount requested: £152,814**

**Benefit: London-wide**

**Amount recommended: £143,850**

### The Charity

Claremont was founded in 1907 and became a registered charity in 1998. It provides isolated and marginalised older Londoners living in Islington and neighbouring Boroughs with a range of aspirational, creative and stimulating opportunities. It has over 800 active members and runs more than thirty-five regular classes a week, based on what members want as opposed to 'age appropriate' stereotyping. The focus is on personal development and creativity with a culture of a progressive community of equals.

### The Application

The aim of the Flourishing Lives Collaborative, led by Claremont, is to support the day centre sector to provide better quality, better tailored services. This is done by developing and disseminating best practice models and creating a Charter for Outstanding Day Services. During the assessment, the costs were examined and the requested amount was reviewed and reduced.

### The Recommendation

This organisation has a dynamic and forward-looking approach to working with older people, and has built robust outcome measures into its work, in order to assess the impact of its activities on the participants' psychological wellbeing. The Flourishing Lives project is based on commissioned research and has the potential to improve Day Centre provision in London dramatically. It aims to create consensus on best practice through the Charter and to model this practice in three 'transformation' projects with day services. The CEO has the networks and leadership skills needed to deliver the project. Other foundations have shown interest in funding the shortfall on the Flourishing Lives project and the organisation is reasonably confident it can raise this figure. The recommendation takes account of this and a slightly reduced request:

***£143,850 over three years (£49,300, £46,900, £47,650), towards the costs of the Flourishing Lives Project***

### Funding History

Meeting Date	Decision
15/04/2010	£99,000 over three years (£32,000; £33,000; £34,000) for the salary and some operational costs of a full-time Creative Director.

### Background and detail of proposal

In 2012 Claremont commissioned a report – Flourishing Lives – ([www.claremont-project.org/reference](http://www.claremont-project.org/reference)) to provide a detailed evidence base of the needs and wants of older people in relation to the day care services currently on offer. It found that older people enjoy having more time, independence and freedom, and do not want to be

defined by their age or condition. They were also found to still aspire to learn new skills, to want to contribute and have a role, and to appreciate the provision of appropriate therapeutic support to tackle depression and loneliness. A coalition of the National Development Team for Inclusion, Volunteering Matters and Claremont, who is the project lead, has come together to explore how the learning and service implications can be used to improve and sustain existing day care services in London for older people. The aim is to move from a practice-based evidence approach to an evidence-based practice approach, based on a clearly articulated model of service and evidence of best practice. The project will: identify and create a database of London day centres; provide accredited training; develop a Flourishing Lives online forum for service providers; and run a conference to broaden support across the sector and to seek adoption of the Charter for Outstanding Day Services. It will also carry out and evaluate three transformation projects in three centres in London.

### Financial Information

All income for 2015/2016 has been secured. Total forecast income for the year ending 31st March 2016 is £340,417 of which £318,204 (93.5%) had been secured at February 2016. The reserves policy states that the organisation aims to hold total free unrestricted reserves equivalent to 6 months' worth of planned operating costs. At 31st March 2015 total free unrestricted reserves were £130,624, equivalent to 4.3 months' worth of total operating expenditure.

Year end at 31 March	2014-15	2015-16	2016-17
	Audited Accounts	Forecast	Budgeted
	£	£	£
<b>Income and Expenditure</b>			
Income	341,521	340,417	342,060
Expenditure	366,200	336,607	339,006
Unrestricted Funds Surplus / (Deficit)	(21,724)	3,810	3,055
Restricted Funds Surplus / (Deficit)	(2,955)	0	0
<b>Total Surplus / (Deficit)</b>	<b>(24,679)</b>	<b>3,810</b>	<b>3,055</b>
Surplus / (Deficit) as a % of turnover	(7.2%)	1.1%	0.9%
Cost of Generating funds (% of income)	18,335 (5.4%)	23,000 (6.8%)	24,000 (7.0%)
<b>Free unrestricted reserves</b>			
Free unrestricted reserves held at Year End	130,624	134,434	137,489
How many months' worth of expenditure	4.3	4.8	4.9
Reserves Policy target	183,100	168,304	169,503
How many months' worth of expenditure	6.0	6.0	6.0
Free reserves over/(under) target	(52,476)	(33,870)	(32,014)

MEETING 18/03/2016

Ref: 13067

## ASSESSMENT CATEGORY - Older Londoners

**Covent Garden Dragon Hall Trust**

**Adv: Sandra Davidson**

**Amount requested: £95,101**

**Base: Camden**

**Benefit: Westminster**

**Amount recommended: £87,000**

### **The Charity**

The Covent Garden Dragon Hall Trust (CGDHT) was established in 2005 to provide a community facility in the heart of Covent Garden and Holborn. CGDHT aims to serve the needs of local residents, local communities and the wider public, with a specific focus on children, young people and older residents, by offering a wide range of social, educational, and recreational activities and events. All activities are delivered and developed in partnership with users and key stakeholders to accommodate the needs and interests of local people. Current activities include: under 5's drop-in; play work; youth work; support for young people who are not in education, employment or training (NEETs); and a range of activities to improve the health and well-being of older people.

### **The Application**

The applicant is seeking funding to develop its work to meet the increased demand from older people 75+ and carers 65+. The request is for three years to cover the salary of a full-time Community Development Worker and associated running costs. The postholder will develop and deliver a range of activities, linking them with statutory and other appropriate services to ensure a coordinated approach.

### **The Recommendation**

Building on existing services, CGDHT seeks to expand its work with older people to achieve a range of outcomes relating to improved health and psychological wellbeing, increased confidence and social engagement. Plans to develop an intergenerational project, introducing 3D printing, virtual reality, and technology classes form part of the proposed project. It is recommended that you fund the Community Development post, together with associated running costs.

***£87,000 over three years (£29,600; £28,700; £28,700) for the salary of a full-time Community Development Worker and associated project costs working with older people aged 75+ and support to carers 65+.***

### **Funding History**

None

### **Background and detail of proposal**

The work of CGDHT covers a large geographical area, from Russell Square in the north to the Thames in the south, and from Greys Inn Road in the east to Soho in the west. Dragon Hall is located in the Holborn & Covent Garden Ward of the London Borough of Camden – with many users from Westminster and beyond. Since its inception the charity has focussed on providing high quality, efficient and innovative services driven by the needs of local people. Current activities for older people include an art class, chair yoga, bridge club, Pilates, the Covent Garden Choir and a monthly tea dance. CGDHT has an inclusive policy and older clients are encouraged to join all of the adult activities – including Kung-Fu and burlesque

dancing. Camden's older population (65+) is expected to rise to 29,280 by 2023, an increase of 15.7% from 2013. Camden's 80+ population is projected to rise by almost 9,000 persons by 2023. The ward in which Dragon Hall is based (Holborn & Covent Garden) will see the largest increase in the older population to 32.2%. Using community outreach techniques, the project will engage isolated elderly people using volunteers to provide support to older people and their carers. With a full-time member of staff in place, CGDHT plans to reach 100+ older people 75+, annually.

### Financial Information

Forecast income for the current year ending 31<sup>st</sup> March 2016 is £382,000 of which £362,750 (94.9%) had been confirmed by February 2016. Budgeted income for 2016/17 is £412,000 of which £221,000 (53.6%) had been secured by February 2016. The charity advised that it is currently constructing a new mezzanine floor in its community centre which will continue into 2016/17 and is the reason for the increased income and expenditure shown in the table below.

The reserves policy states that the charity aims to hold free unrestricted funds of between 4 and 6 months' worth of expenditure. At 31<sup>st</sup> March 2017 free unrestricted funds are forecast to be £91,239 which equates to 3.1 months' worth of expenditure. The charity advised that it plans to increase its reserves and hopes to become self-sufficient over the next three years by generating increased income through the use of its commercial space.

The charity has not previously disclosed its cost of generating funds in its audited year-end accounts but has agreed to review this on advice from your grants officer that it is a disclosure requirement in charity accounting recommended practice. In the meantime, the charity has provided an estimate based on a proportion of the Director's salary who undertakes all fundraising activities.

Year end at 31 March	2014/15 Audited Accounts £	2015/16 Current Year Forecast £	2016/17 Following Year Budget
<b>Income and Expenditure</b>			
Income	284,005	382,000	412,000
Expenditure	275,961	310,000	354,000
Unrestricted Funds Surplus / (Deficit)	11,691	28,000	53,000
Restricted Funds Surplus / (Deficit)	(3,647)	44,000	5,000
<b>Total Surplus / (Deficit)</b>	<b>8,044</b>	<b>72,000</b>	<b>58,000</b>
Surplus / (Deficit) as a % of turnover	2.8%	18.8%	14.1%
Cost of Generating funds (% of income)	-	8,000 (2.1%)	8,000 (1.9%)
<b>Free unrestricted reserves</b>			
Unrestricted reserves held at Year End	25,229	38,239	91,239
How many months' worth of expenditure	1.1	1.0	3.1
Reserves Policy target	91,987 – 137,981	159,668 – 239,502	118,000 – 177,000
How many months' worth of expenditure	4.0 – 6.0	4.0 – 6.0	4.0 – 6.0
Free reserves over/(under) target	(66,758) – (112,752)	(121,429) – (201,263)	(26,761) – (85,761)

MEETING: 18/03/2016

Ref: 13142

## ASSESSMENT CATEGORY - Older Londoners

**Deafblind UK**

**Adv: Jenny Field**

**Amount requested: £61,905**

**Base: Outside London**

**Benefit: London-wide**

**Amount recommended: £61,900**

### **The Charity**

Deafblind UK is a national charity based in Peterborough, which supports and provides services for people with acquired deafblindness, including those with both visual and hearing deterioration. Those with acquired deafblindness are often born without one of the senses and then lose the other over time. The organisation currently supports over 2,600 people throughout the UK. Deafblind UK ensures that at least 50% of its trustees are deafblind.

Services provided include an adaptive telephone help and advice line; rehabilitation support; technical equipment support; information; counselling; independent living services; respite care; and volunteer befrienders. The charity currently works with 330 volunteers.

### **The Application**

As outlined in the Funding History table below, in March 2012, you approved a grant over three years towards the development of its services supporting deafblind people in London. That grant came to an end in September 2015 and the work has continued using the charity's own funds. However, that is not sustainable in the longer term and therefore funding is requested for a further two years.

### **The Recommendation**

During the life of the previous grant, Deafblind UK increased the number of deafblind older people it supports in London from 150 to nearly 360. Its members are amongst the most isolated and vulnerable people in the country. Many are very lonely, with communication difficulties exacerbated by age-related problems such as impaired mobility. The Campaign Against Loneliness (2010) documents that isolation is more damaging to health than smoking 15 cigarettes a day.

Whilst three years is the maximum period that you will usually fund a project or activity, your policies allow you to consider funding for a further two years, work that is of strategic importance for London. One of the criteria for this is that the organisation "*Can demonstrate that they are uniquely placed (by virtue of the nature of their work) to deliver a particular project or service.*" The only other national deafblind charity that officers are aware of is Sense, which works with children who are born deafblind. Officers are satisfied, therefore, that Deafblind UK fulfils this criterion and can be considered for a further two years' funding.

***£61,900 over two years (£30,700; £31,200) towards the part-time salary (3 DPW) and associated running costs of an Outreach Officer (London) to maintain and develop support services for deafblind older people in London.***

## Funding History

Meeting Date	Decision
15/03/2012	£80,000 over three years (£26,000; £26,000; £28,000) towards the salary and associated running costs of two part-time posts to maintain and expand support services for deafblind older people in London.

### Background and detail of proposal

Deafblind UK's Outreach Officer in London offers a wide range of support service to the 148 older members in the Capital, in all four quadrants of London. As well as providing one to one support, there are also three peer support groups that offer a range of activities such as visits to places of interest in London; speakers from health and social services, the fire brigade and the police etc; crafts; and seated exercise classes. If funding is approved, Deafblind UK anticipates it will directly support 85 older deafblind people a year, with a total of 120 people benefitting as a result of contact by telephone, email and the accessible membership magazine, all of which increase awareness of opportunities and entitlements. Skilled volunteer befrienders provide weekly companionship, and help to increase the older person's independence. The Outreach Worker is able to refer the members to Deafblind UK's other services, including advice and information; advocacy support; respite breaks; and support for the individual's family.

### Financial Information

Forecast income in the current year to 31 March 2016 is £3,170,756, of which £3,080,932 (97%) had been confirmed by 29 February 2016. Forecast income in the forthcoming year to 31 March 2017 is £2,923,970, of which £1,866,778 (63.8%) had been secured by 29 February 2016.

The charity advises that income reduced in 2015/16 compared to the prior year mainly as a result of loss of contract income and a more competitive funding environment. The organisation also advises that the forecast deficit in 2015/16 is planned and due to investment in direct marketing software in order to boost its fundraising capacity. This also resulted in a higher than usual cost of generating funds figure (12.4% of turnover).

The direct marketing launch during summer 2015 unfortunately coincided with the adverse media coverage of direct fundraising practices following the Olive Cooke enquiry. As a result, the charity has undergone a restructuring and dismantled its direct marketing team. It has introduced a Business Development and Quality Assurance Department in order to improve consistency in its approach to quality assurance and operational policies and procedures and to further it endeavours to grow its self-generated income.



<b>Year end at 31 March</b>	<b>2014/15 Audited Accounts</b>	<b>2015/16 Draft Outturn</b>	<b>2016/17 Current Year Forecast</b>
<b>Income and Expenditure</b>	<b>£</b>	<b>£</b>	<b>£</b>
Income	3,650,646	3,170,756	2,923,970
Expenditure	3,543,805	3,631,447	3,107,909
<b>Unrestricted Funds Surplus / (Deficit)</b>	<b>97,859</b>	<b>(478,841)</b>	<b>(157,882)</b>
<b>Restricted Funds Surplus / (Deficit)</b>	<b>8,982</b>	<b>18,150</b>	<b>(26,057)</b>
<b>Total Surplus / (Deficit)</b>	<b>106,841</b>	<b>(460,691)</b>	<b>(183,939)</b>
Surplus / (Deficit) as a % of turnover	3.0%	14.5%	6.3%
Cost of Generating funds (% of income)	179,902 (4.9%)	391,642 (12.4%)	209,153 (7.2%)
<b>Free unrestricted reserves</b>			
Unrestricted free reserves held at Year End	1,593,082	1,114,241	956,359
How many months' worth of expenditure	5.4	3.7	3.7
Reserves Policy target	£885,951 - £1,771,902	907,862 - 1,817,724	776,977 - 1,553,955
How many months' worth of expenditure	3 - 6	3 - 6	3 - 6
Free reserves over/(under) target	Within Range	Within range	Within range

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**MEETING 18/03/2016**

**Ref: 13002**

**ASSESSMENT CATEGORY - Older Londoners**

**St Augustine's Community Care Trust**

**Adv: Sandra Davidson**

**Base: Richmond**

**Amount requested: £126,784**

**Benefit: Richmond and Hounslow**

**Amount recommended: £99,500**

**The Charity**

St Augustine's Community Care Trust (known locally as Homelink) is a registered charity established in 1997 with the aim of helping people with long-term illnesses, disabilities, or mental health problems living in Whitton and the surrounding areas of the LB of Richmond and LB of Hounslow. Homelink provides specialist day care places to clients and their carers, enabling them to live at home for longer. The charity has an excellent track record and increased its services from one to five days a week in order to meet demand.

**The Application**

The application seeks funding to develop and expand Homelink's work with dementia patients 75+, with particular reference to those exhibiting challenging behaviour, and their older carers. Homelink will offer additional support to older carers, enabling them to manage dementia-related challenging behaviour, and thus allowing them to continue their caring responsibilities.

**The Recommendation**

You are being asked to contribute towards the salary of the Chief Operations Officer and core running costs to meet the increased service delivery. General operational activity has recently increased – partially as a result of increased capacity arising from moving to a new purpose built centre. The request was adjusted following the assessment meeting, as you would usually only fund one FTE in a project of this nature.

***£99,500 (£32,500; £33,200; £33,800) towards the salary costs of a full time Chief Operations Officer, and running costs of the Homelink Day Respite Service.***

**Funding History**

Meeting Date	Decision
16/07/2014	Application withdrawn
04/06/2009	£60,000 over three years (£20,000; £20,000; £20,000) towards running costs of the Homelink Day Respite Service for older people.
07/05/2009	Application withdrawn

**Background and detail of proposal**

The LB of Richmond projects that the number of older people with dementia will increase from 2,000 in 2012, to 2,300 in 2020: increasing by 15%. Furthermore, two thirds of this number are likely to live in the community, cared for by a family member with support from mainstream primary health and social services. Homelink provides 125 places of respite each week to elderly people, many of whom are 75+ and frail. Future plans include increasing the number of client places each from 125-130, developing outreach services and weekly IT café sessions. New activities,

specifically for clients with dementia, will be developed. Over three years, the expansion of the service would enable the charity to maintain and support over 200 people with dementia and 40 older carers, while developing an additional 120 volunteers. After extensive consultation with clients, carers, staff and partners, Homelink officially opened its brand new centre in January 2015 having raised over £1.385 million to fully realise its ambition to be a centre of excellence for the care of older people with dementia. The design, based on the latest thinking in care for people with dementia, was part of the first national Department of Health pilot to showcase the best examples of dementia-friendly environments. The new centre offers increased capacity for services, including information sessions, complementary therapies and establishing care support groups to relieve carers from the physical and mental stress of caring for their loved ones.

### Financial Information

Forecast income in the current year is £312,845 of which £237,013 (75.7%) had been confirmed by January 2016.

The cost of generating funds is low as the majority of fundraising is undertaken by volunteers donating their time at no cost to the organisation.

The high level of income in 2014 shown in the table below is due to the receipt of specific grant funding of £1.2m towards the new care centre building.

Year end at 31 December	2014 Audited Accounts	2015 Forecast Outturn	2016 Current Year Budget
	£	£	£
<b>Income and Expenditure</b>			
Income	1,502,705	273,509	312,945
Expenditure	280,591	295,386	309,895
Unrestricted Funds Surplus / (Deficit)	13,246	(23,875)	3,050
Restricted Funds Surplus / (Deficit)	1,208,868	0	0
Total Surplus / (Deficit)	1,222,114	(23,875)	3,050
Surplus / (Deficit) as a % of turnover	81.3%	(8.8%)	1.0%
Cost of Generating funds (% of income)	11,025 (0.7%)	-	-
<b>Free unrestricted reserves</b>			
Free unrestricted reserves held at Year End	143,568	119,693	122,743
How many months' worth of expenditure	6.1	4.9	4.8
Reserves Policy target	70,148 – 140,296	73,847 – 147,693	77,474 – 154,948
How many months' worth of expenditure	3.0 – 6.0	3.0 – 6.0	3.0 – 6.0
Free reserves over/(under) target	73,420 – 3,273	45,847 – (28,000)	45,269 – (32,205)

MEETING: 18/03/2016

Ref: 12984

## ASSESSMENT CATEGORY - Reducing Poverty

**Asylum Support Appeals Project**

**Adv: Sandra Jones**

**Amount requested: £135,000**

**Base: Tower Hamlets**

**Benefit: London wide**

**Amount recommended: £135,000**

### **The Charity**

Asylum Support Appeals Project (ASAP) was established in 2003 to reduce the destitution of asylum seekers by defending their legal rights to food and shelter. This is done by providing free legal advice and representation at tribunal to asylum seekers who have been refused support or had their support discontinued by the UK Border Agency. It also runs a second tier Advice Line and training on asylum support law and appeals, and undertakes some social policy work. In 2014/15 ASAP's Duty Scheme assisted 674 asylum seekers at the Asylum Support Tribunal (AST), with 64.5% of the refusals to support being overturned or remitted.

### **The Application**

ASAP is requesting funding towards its advice and capacity building service which provides free legal advice and representation to London based destitute asylum seekers who are appealing against a refusal or discontinuation of support. A second tier advice line will also be run 3 times per week for agencies that come into contact with asylum seekers. The advice line is for queries on access to support for asylum seekers and is run by the charity's expert legal team. A googlegroup will be facilitated in which members can share queries and receive updates on the law. Quarterly network meetings will also be held to share updates and information. The funding will cover 50% of the Solicitor, 40% of the Duty Scheme Co-ordinator and 10% of the Director Post with associated running costs.

### **The Recommendation**

ASAP has built an excellent track record in supporting destitute asylum seekers and has a good reputation in helping organisations working with asylum seekers, including the Home Office. The funding will enable the charity to: advise and represent 140 destitute asylum seekers living in London; answer enquiries from over 55 organisations advising asylum seekers in London; and facilitate the London Destitution Advice Network, a network of 220 persons from 80 organisations working in London.

***£135,000 (3 x £45,000) over three years towards 50% of the salary costs of a Solicitor; 40% of a Duty Scheme Co-ordinator; and 10% of the Director's salary; plus associated running costs.***

### **Funding History**

None

### **Background and detail of proposal**

Asylum seekers arriving in the UK are not in a position to work or access mainstream benefits and therefore must apply to the Home Office for support. This support is available to those who can prove their destitution; however this is often refused or terminated. ASAP offers free tribunal representation through its one paid solicitor

and a number of solicitors and barristers who offer their time to the charity for free. The demand for ASAPs services has increased over the last year as Home Office contracts to the Refugee Council and Refugee Action to provide advice has ceased, and the contract with the new provider excludes advocacy and representation. This has led to an increase in the number of referrals to the charity as well as an increase in the calls from small inexperienced advice organisations.

Managed by the charity's Director, the project will be delivered partly by ASAPs four legal advisors plus 40 duty scheme volunteer advocates. The solicitor is responsible for overseeing the representations, and duty advocates the Legal Team to ensure the quality. The Co-ordinator is responsible for recruiting, managing and supporting the volunteer advocates who provide daily representation at the Tribunal along with those involved with the advice line, network meetings and newsletters.

### Financial Information

Forecast income for the current year to 31 March 2016 is £346,069, all of which had been confirmed as at 11th February 2016. Budgeted income for the forthcoming year 2016/17 is £501,337, of which £216,084 (43%) had been confirmed at the same date. Income and expenditure is budgeted to increase in 2016/17 due to a pending application with the Big Lottery Fund for £150,000 per year for 5 years. This funding is for a specific project that will not go ahead unless funds are confirmed.

ASAP has advised that the cost of generating funds is based on time spent by the Director on this activity, which is two days per month. This equates to £4,384 which for 2014/15 was 1.6% of the organisation's income. The charity advises that its Board of trustees reviews the generation of funds annually and currently considers its efforts to be adequate, as the Director has a good track record of securing funds. Your officers have advised the charity that the calculation of this cost should be reviewed as it should not only include officer time, but also a proportion of related running costs to arrive at the full cost of the activity e.g. office accommodation costs, heating, electricity, etc.

Year end at 31 March	2014/15 Audited Accounts	2015/16 Audited Accounts	2016/17 Budget
	£	£	£
<b>Income and Expenditure</b>			
Income	276,888	346,069	501,337
Expenditure	284,797	323,507	484,894
Unrestricted Funds Surplus / (Deficit)	(8,109)	22,562	16,443
Restricted Funds Surplus / (Deficit)	0	0	0
Total Surplus / (Deficit)	(8,109)	22,562	16,443
Surplus / (Deficit) as a % of turnover	(2.9%)	6.5%	3.4%
Cost of Generating funds (% of income)	4,384 (1.6%)	-	-
<b>Free unrestricted reserves</b>			
Free unrestricted reserves held at Year End	144,964	167,526	172,640
How many months' worth of expenditure	6.1	6.2	4.3
Reserves Policy target	142,398-213,598	161,753 – 242,630	242,447- 363,670
How many months' worth of expenditure	6.0 – 9.0	6.0 – 9.0	6.0 – 9.0
Free reserves over/(under) target	2,566 – (68,634)	(5,773) – 75,104	(69,807)– (191,030)

**MEETING: 18/03/2016**

**Ref: 13035**

## ASSESSMENT CATEGORY - Reducing Poverty

**Latin American Women's Rights Service (LAWRS)**

**Adv: Julia Mirkin**

**Base: Islington**

**Benefit: London-wide**

**Amount requested: £96,724**

**Amount recommended: £97,000**

### **The Charity**

The Latin American Women's Rights Service (LAWRS) is a user-led human rights organisation set up in 1983 to address the needs of Latin American migrant women living in London, who have been displaced by poverty or violence. LAWRS has three main areas of activity: its advice service, for which funding is requested; crisis intervention for those who have experienced domestic violence and an education, training and personal development programme. Through these programmes LAWRS offers information, advice and support on issues relating to welfare benefits, debt, employment, housing and education. It also offers ESOL classes and supports the personal development and wellbeing of the 4,000 women accessing its services each year. The charity seeks to be holistic in its approach, addressing the range of related issues that can contribute to poverty, such as domestic violence, poor English, a lack of skills and limited employability. LAWRS offers on-site Crèche facilities to remove all the barriers facing Women who are trying to change their lives.

### **The Application**

LAWRS requests support for the advice service for Latin American women in London through funding of the Advice Service Coordinator role and project costs, including costs associated with providing a Crèche, workshops, volunteer expenses and staff supervision.

### **The Recommendation**

LAWRS is the only agency in London that offers linguistic, gender and culturally sensitive advice, focused on tackling poverty amongst Latin American women, many of whom live outside of all statutory systems of support. In the last year, LAWRS helped users to secure £1,984,500 worth of in-work benefits; supported 292 women to break free from violence; and enabled 289 families to obtain affordable housing. LAWRS was hailed as an exemplary organisation by the Cabinet Office in 2009 and holds the Advice Quality Standard (renewed in 2014); Investors in People (renewed in 2013); and Investors in Volunteers (currently being renewed).

***£97,000 over three years (£31,300; £32,300; £33,400) towards the full-time Coordinator, costs of delivering the Advice programme in London, management and on-costs.***

### **Funding History**

Meeting Date	Decision
23/09/2015	Application withdrawn.
17/02/2011	£90,000 over three years (£32,000; £30,000; £28,000) towards a counselling project for Latin American women traumatised by political, sexual and gender violence.
02/11/2006	£85,000 over 3 years (£33,000; £34,000; £18,000) towards the salary and running costs of a homelessness and housing project supporting Latin American older people.

## Background and detail of proposal

The 2011 publication, 'No Longer Invisible' (Queen Mary University of London), states that the Latin American community in London is fast growing and exceedingly disadvantaged, being 11 times more likely to earn below the minimum legal wage than the rest of the population. In addition, only 20% of the Latin American population (estimated to be 113,500 in 2008) are receiving any form of state welfare support and only one in five access GP services.

The specific issue facing the Latin American community is not unemployment: 85% of Latin Americans living in London are employed. It is a lack of English and it is high levels of in-work poverty caused by people holding numerous low-paid, part-time jobs, such as cleaning, catering and hospitality. Being employed means that LAWRS beneficiaries are not entitled to free ESOL classes and they are unable to pay for courses independently due to having low incomes. This cycle of having multiple low-paid and part-time jobs traps Latin Americans into a situation in which they are excluded from British culture and from the benefits to which they are entitled.

The proposed project aims to reduce poverty by offering free advice and casework in mother tongue languages on welfare benefits, debt and housing. It also aims to increase financial literacy by disseminating information and delivering workshops for women to develop their capacity to negotiate the system independently. It is estimated that 780 women will access the project each year, 400 of which will access advice on welfare, debt and housing. There will be 384 drop-in advice sessions each year, in addition to 288 advice sessions by appointment.

## Financial Information

Forecast income for the current year to 31st March 2016 is £483,252, all of which was confirmed as at 12th February 2016. Budgeted income for 2016/17 is £502,099, of which £442,439 (88%) had been confirmed as at the same date. The organisation's turnover is increasing in response to growing demand for its services.

Audited accounts for 2014/15 show that LAWRS incurred a planned deficit on restricted funds in that year, which relates to restricted income received in advance in 2013/14. The organisation advises that as it has significant funding expertise on its Board, it has fundraised efficiently and kept the cost of generating funds low.

Year end at 31 March	2014/2015 Audited Accounts	2015/2016 Forecast	2016/2017 Budget
	£	£	£
<b>Income and Expenditure</b>			
Income	400,297	483,252	502,099
Expenditure	459,419	469,533	519,897
Unrestricted Funds Surplus / (Deficit)	30,478	13,026	(17,798)
Restricted Funds Surplus / (Deficit)	(89,600)	693	0
<b>Total Surplus / (Deficit)</b>	<b>(59,122)</b>	<b>13,719</b>	<b>(17,798)</b>
Surplus / (Deficit) as a % of turnover	(14.8%)	2.8%	(3.5%)
Cost of Generating funds (% of income)	7,703 (1.9%)	5,250 (1.1%)	20,914 (4.2%)
<b>Free unrestricted reserves</b>			
Unres free reserves held at Yr End	140,335	153,361	135,563
months' worth of expenditure	3.7	3.9	3.1
<b>Reserves Policy target</b>	<b>114,855</b>	<b>117,383</b>	<b>129,974</b>
Months' worth of expenditure	3.0	3.0	3.0
Free reserves over/(under) target	25,480	35,978	5,589



**MEETING: 18/03/2016**

**Ref: 13047**

## **ASSESSMENT CATEGORY - Reducing Poverty**

**South London Refugee Association**

**Adv: Sandra Jones**

**Base: Lambeth**

**Amount requested: £96,088**

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

**Amount recommended: £96,000**

### **The Charity**

South London Refugee Association (SLRA) supports refugees and asylum seekers experiencing severe poverty and hardship. Services include: advice and casework support; befriending; advocacy; ESOL; employment support; and positive activities to build independence and resilience and integration into local communities. SLRA also works with unaccompanied minors, supporting their transition from local authority care to independent living once they reach 18 years.

### **The Application**

SLRA seeks three year funding for the salary costs of a 0.8FTE Advice Co-ordinator to co-ordinate advice across 4 boroughs through outreach sessions. This includes the recruitment, training and supervision of volunteers as well as undertaking on-going casework. The post is currently funded by the Lloyds Bank Foundation for 3 days per week, although this funding is due to finish in March 2016.

### **The Recommendation**

The charity has been building its services over the last 20+ years and has a good reputation for delivering quality services to those facing severe hardship. The Big Lottery Fund has recently awarded three year funding for a Volunteer Co-ordinator and it is envisaged that the two posts will work closely together to provide support to the project's volunteers who will be drawn from the refugee communities.

***£96,000 over three years (£31,700; £32,000; £32,300) towards the cost of a part time Advice Co-ordinator (4 days per week), and associated running costs***

### **Funding History**

None

### **Background and detail of proposal**

South London Refugee Association (SLRA) has been operating since 1991, initially as a project of Merton Voluntary Service Council, becoming independent in 2003.

The charity operates from two bases, Lambeth and Merton, and also runs outreach community settings in Wandsworth and Croydon. The clients are some of the most disadvantaged and socially excluded people in London. They face challenges that include a combination of poverty and debt; homelessness; poor English skills; mental health issues; difficulties in establishing legal status for residency and employment; problems accessing public services for their family; and lack of confidence and isolation. Some of the adults and families are unable to access support from statutory services and the charity works with them to meet the basic needs of these clients and helps them to stabilise and move their situations forward. The SLRA works closely with the statutory organisations across the four boroughs and are in

receipt of grant funding from both the local authorities and the Clinical Commissioning Groups for specific projects.

The Advice Co-ordinator will work across the drop-ins to provide advice and, where necessary, on-going casework to support clients. The work will be reinforced by a group of volunteers from the migrant communities who will be recruited, trained and supervised to give advice at the drop-ins.

SLRA's drop-in provides a lifeline for some of London's poorest people. The charity has Advice Quality Standard Accreditation, and the Advice Co-ordinator is regulated and certified by the Office of the Immigration Service Commissioner (OISC) to ensure competent, fit for purpose, advice services. It has also gained the London Youth Quality Mark (Bronze).

### Financial Information

Forecast income in the current year is £194,353, and budgeted income for 2016/17 is £206,416; both of these amounts have been confirmed in full. There are additional pending grant applications for 2016/17 totalling £48,311, which includes £31,711 of this CBT grant.

The increase in income and expenditure year on year is due to the increasing and changing demand for services. This has resulted in increased staffing and project costs, as well as additional fundraising.

The charity's accounts do not state the cost of generating funds, although this will be included in future accounts. The figure for 2014/15 was calculated based on the costs of employing a fundraiser plus time taken by the CEO.

Year end at 31 March	2014/15 Independently Examined Accounts £	2015/16 Current Year Budget £
<b>Income and Expenditure</b>		
Income	162,175	203,313
Expenditure	147,725	206,032
Unrestricted Funds Surplus / (Deficit)	5,605	5,151
Restricted Funds Surplus / (Deficit)	8,845	(7,330)
<b>Total Surplus / (Deficit)</b>	<b>14,450</b>	<b>(2,719)</b>
Surplus / (Deficit) as a % of turnover	8.9%	2.2%
Cost of Generating funds (% of income)	(£10,500) 6.5%	?
<b>Free unrestricted reserves</b>		
Unrestricted reserves held at Year End	62,972	68,123
How many months' worth of expenditure	5.1	4
Reserves Policy target	36,931 – 73,863	51,508 – 103,016
How many months' worth of expenditure	3.0 – 6.0	3.0 – 6.0
Free reserves over/(under) target	26,041 – (10,891)	16,615 – (34,893)

**MEETING: 18/03/2016**

**Ref: 12830**

## ASSESSMENT CATEGORY - Reducing Poverty

**Tamil Welfare Association (Newham) UK**

**Adv: Sandra Jones**

**Base: Newham**

**Amount requested: £102,000**

**Benefit: Newham and surrounding boroughs**

**Amount recommended: £102,000**

### The Charity

Operating since 1986, Tamil Welfare Association (Newham) UK (TWAN) was set up to improve the quality of life for Tamil refugees and migrants living in East London, chiefly through supporting them to adapt and successfully integrate into UK society. Activities include support for older people and children, although the charity's primary project is offering legal advice and representation on debt, welfare benefits, housing, employment and immigration.

### The Application

Your funding is sought to provide debt, welfare and housing advice to support Tamil refugees and migrants. It proposes to undertake this at the charity's office by a full time advisor and associated running costs.

### The Recommendation

The charity has strong links locally, with a good track record of delivering a range of quality services for local people which includes legal advice. The demand for these services has been increasing year on year, and the funding requested would enable the charity to continue to run these services. The post has been funded by TSB Lloyds Foundation, which ceases in this financial year.

***£ 102,000 (3x £34,000) towards the costs of a FT Advice Worker and associated running costs. The first payment is subject to receipt of satisfactory signed audited accounts for the years ended 31 December 2014 and 31 December 2015. Release of subsequent quarterly payments are subject to the receipt of a satisfactory forecast each quarter of income and expenditure for the year, until such time that free reserves reach a reasonable level.***

### Funding History

Meeting Date	Decision
08/10/2009	£22,500 over three years (£7,250; £7,500; £7,750) towards weekly befriending and lunch club activities for older members of the Tamil community in East London.

### Background and detail of proposal

TWAN's Advice Worker is responsible for providing the organisation's advice work on money and debt advice, housing and welfare benefits. This is supported by volunteers who are trained and supervised by the post holder. Although the project is predominantly for people from the Tamil community, they are open to provide advice to local people.

This work is undertaken at the charity's premises in Newham and is a lifeline for some of London's poorest people. The charity has gained Advice Quality Standard

accreditation; OISC Level 3 for immigration; and has recently been awarded the status of one of the London Legal Support Trust's Centre of Excellence.

### Financial Information

Forecast income for the current year ended 31 December 2016 is £177,000 of which £115,500 (65%) had been secured as at 24th February 2016. This total income figure includes £34,000 related to this grant application. The cost of generating funds is low, which the charity advises is due to volunteers assisting with fund raising.

Unrestricted free reserves were £20,891 as at 31st December 2014, which is equivalent to 2.0 months' worth of expenditure, compared to a reserves target of 12 months' worth of expenditure, which amounts to £122,375. The charity has advised that this is partly due to the loss of Legal Aid Agency funding. TWAN also advises that it plans to re-mortgage its property to finance the purchase of the lease on the remaining part of the same building, which would be used to generate rental income to build up reserves over the coming years. If this plan does not materialise, the charity says it has scope to relinquish part of the building they currently occupy in order to downsize and remain sustainable.

Should a grant be awarded by City Bridge Trust, it is suggested that the first quarterly grant payment be subject to receipt of satisfactory signed audited accounts for the years ended 31 December 2014 (audited accounts were received but not signed) and 31 December 2015. It is also suggested that, until such time that reserves reach a reasonable level, the release of subsequent quarterly grant payments be subject to the receipt of a satisfactory forecast each quarter of income and expenditure for the year.

Year end at 31 December	2014 Independently Examined Accounts	2015 Draft Outturn	2016 Current Year Forecast
	£	£	£
<b>Income and Expenditure</b>			
Income	96,457	173,049	177,000
Expenditure	122,375	168,522	160,600
Unrestricted Funds Surplus / (Deficit)	14,522	4,527	16,400
Restricted Funds Surplus / (Deficit)	(40,440)	0	0
Total Surplus / (Deficit)	(25,918)	4,527	16,400
Surplus / (Deficit) as a % of turnover	(26.9%)	2.6%	9.3%
Cost of Generating funds (% of income)	2,800 (2.9%)	-	-
<b>Free unrestricted reserves</b>			
Free unrestricted reserves held at Year End	20,891	25,418	41,818
How many months' worth of expenditure	2.0	1.8	3.1
Reserves Policy target	122,375	84,261	80,300
How many months' worth of expenditure	12.0	6.0	6.0
Free reserves over/(under) target	(101,484)	(58,843)	(38,482)

MEETING: 18/03/2016

Ref: 13001

## ASSESSMENT CATEGORY - Resettlement and Rehabilitation of Offenders

**Fine Cell Work**

**Adv: Tim Wilson**

**Amount requested: £133,508**

**Base: Westminster**

**Benefit: London-wide**

**Amount recommended: £133,000**

### **The Charity**

Fine Cell Work (FCW) was established in 1997 to teach needlecraft to serving prisoners. The training courses have proved extremely popular with over 5,000 participants across 55 prisons. Training is delivered by 52 volunteers, and "stitchers" (as participants are known) spend time producing goods for sale, getting to keep a proportion of the proceeds. The charity has received very favourable media attention for the quality of its cushions, quilts and tote bags. Having funded the charity in 2011, City Bridge Trust subsequently commissioned a stitcher to produce a City of London crest which is being framed for display in the Trust's office.

Stitchers are generally long-term male and female prisoners, and a typical programme participant will engage with FCW for two years. Beyond the formal tuition, stitchers usually spend between 20 – 40 hours at work when locked in cells where there is evidence that this purposeful and creative activity improves mental health. Stitchers mentor one another, and from sales of goods see the benefit of work. FCW works to improve prisoners' readiness for release.

### **The Application**

FCW seeks funding to develop post-prison support services for its stitchers, helping them find employment and settle into the community. This service, called *Open the Gates*, has been piloted over the past 24 months, largely thanks to funding from the Clothworkers' Foundation. The charity now wishes to scale its *Open the Gates* work so that it can support 30 ex-prisoners each year by 2018. To achieve this, FCW wishes to move to new premises with workshop space, and to expand its network of employment mentors and work experience placements. City Bridge Trust is asked to support the costs associated with the delivery of post-release services.

### **The Recommendation**

FCW is an award-winning charity which has developed a strong brand reputation. Its stitchers' work sells through the charity's website as well as via outlets such as the V&A, the British Library and the Tate Modern. The proposed work is a natural extension of FCW's in-prison work, and is intended to address what remain high levels of re-offending amongst former prisoners. Currently, 45% of adult prisoners are reconvicted within a year of release, and a range of studies have shown the positive correlation between employment and reduced offending rates. Funding is advised as follows:

***£133,000 (£36,000; £46,000; £51,000) towards the running and on-costs of Fine Cell Work's Open the Gates programme supporting ex-prisoners towards employment and settled living. The grant is awarded on the condition that the charity raises the balance of funds.***

## Funding History

Meeting Date	Decision
20/01/2011	£98,500 over 3 years towards the salary costs of a Studio Workshop Manager at H.M.P Wandsworth helping improve social and employability skills.

### Background and detail of proposal

FCW's *Open the Gates* programme begins with prison-based tuition and in-cell work. This is intended to boost prisoners' motivation and productivity, as well as their self-esteem and preparedness for release. The charity states that 20% of stitchers are currently released into London (this from a total number of approximately 260 per annum), and for those who wish to take part, FCW will offer the next step by providing through-the-gates work where ex-prisoners will have the opportunity to attend FCW's new workshop space. This extends the current textile training offered by the charity, and combines it with support to find employment placements and stable accommodation. The approach is designed to build confidence and reduce the sense of alienation which is often associated with custodial release.

FCW has developed a strong network of organisations willing to offer work placements and will use the proposed grant from City Bridge Trust to develop the scheme until it can support 30 participants each year. Placements will run from 3 – 24 months and benefit from volunteer employment mentors providing personalised support to improve the likelihood of successful transitions to independent living.

### Financial Information

Forecast income for the current year to 31<sup>st</sup> December 2016 is £1,008,000, of which £197,355 (19.6%) had been confirmed as at 7<sup>th</sup> January 2016.

The charity advises that the increase in expenditure forecast for the current year to 31<sup>st</sup> December 2016 is largely due to a planned move to larger premises; associated costs are estimated to be £239,130. The forecast increase in income to meet these costs is £239,130, of which £80,000 (33%) had been raised by 29 February 2016. The balance of £159,130 is hoped to be raised from pending grant applications.

The charity states that the remaining growth in income and expenditure budgeted in 2016 is due to increased production and sales of goods, improved fundraising and prior year staffing vacancies being filled.

Members will note that the charity expects to incur deficits on restricted funds in the three years shown in the table below. This will exhaust Fine Cell Work's restricted reserves during 2016 leaving expenditure of £19,461 on restricted activities to be financed from unrestricted free reserves. After this call, unrestricted free reserves are budgeted to be £252,448 as at 31<sup>st</sup> December 2016, which is equivalent to 3 months' worth of expenditure and in line with the policy target.

<b>Year end at 31 December</b>	<b>2014 Audited Accounts</b>	<b>2015 Draft Accounts</b>	<b>2016 Current Year Forecast</b>
<b>Income and Expenditure</b>	<b>£</b>	<b>£</b>	<b>£</b>
Income	729,731	603,775	1,008,000
Expenditure	661,206	598,783	1,003,413
Unrestricted Funds Surplus / (Deficit)	97,626	72,418	65,320
Restricted Funds Surplus / (Deficit)	(29,101)	(67,426)	(60,733)
Operating Surplus / (Deficit)	68,525	4,992	4,587
Gains on Investment Assets	4,792	0	0
<b>Total Surplus / (Deficit)</b>	<b>73,317</b>	<b>4,992</b>	<b>4,587</b>
Surplus / (Deficit) as a % of turnover	10.0%	0.8%	0.5%
Cost of Generating funds (% of income)	149,287 (20.5%)	116,372 (19.3%)	187,662 (18.6%)
<b>Free unrestricted reserves</b>			
Unrestricted free reserves held at Year End	134,171	206,589	252,448
How many months' worth of expenditure	2.4	4.1	3.0
Reserves Policy target	165,302	149,696	250,853
How many months' worth of expenditure	3.0	3.0	3.0
Free reserves over/(under) target	(31,131)	56,893	1,595

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MEETING: 18/03/2016

Ref: 13122

## ASSESSMENT CATEGORY - Stepping Stones (Risk Finance)

**West London Zone**

**Amount requested: £150,000**

**Amount recommended: £150,000**

**Adv: Eva Varga**

**Base: Kensington & Chelsea**

**Benefit: Kensington & Chelsea,  
Brent, Westminster,  
Hammersmith & Fulham,**

### **The Charity**

Developed by the criminal justice charity Only Connect, and inspired by the work of the Harlem Children's Zone in the US, West London Zone (WLZ) was established in 2014. WLZ supports disadvantaged children and young people living along the Harrow Road Corridor in Hammersmith and Fulham, Kensington and Chelsea, Westminster and Brent, from cradle to career. WLZ works to coordinate interventions delivered by a number of social sector providers, and ensures that activities are underpinned by an evidence-based collective impact strategy. The target cohort are approximately 13,000 children and young people aged 0-25 living or going to school in the Zone, with a higher proportion in lower ages, because WLZ's model focuses on early intervention and prevention. The children are selected based on risk factors such as parents' unemployment, poor physical or mental health.

### **The Application**

To deliver coordinated intervention at scale, WLZ is developing a Collective Impact Bond (CIB) to fund joined-up provision from autumn 2016. If successful, the CIB will secure sufficient capital to commission the delivery of work that reaches one in five children and young people living in the Zone. The total cost of work delivered in the first 3 years is expected to be £4.8 million, rising to £39 million over the projected 10 year term of the bond. The CIB will be designed so commissioners pay for service delivery on evidence of improved outcomes amongst the target population. The cost of the delivery of services would therefore fall to the providers until such time as payment from the commissioners is received. To cover this lag, social investment raised through the CIB will pay the providers, with social investors repaid once the commissioners pay. WLZ seeks funding to finalise its CIB model, take this to investors, and put first-loss capital in place so that total costs remain manageable.

### **The Recommendation**

WLZ is an ambitious venture bringing together good-quality providers to deliver a comprehensive programme for disadvantaged children and young people. This 'collective impact' will take place at a time when public finances are under pressure. It seeks to find the most effective ways of delivering early intervention in order to achieve long-term savings to the public purse.

***£150,000 towards the cost of West London Zone's Collective Impact Bond.***

***Funding is conditional on West London Zone delivering the following:***

- ***an updated social investment model, with details of pricing and revenue for approval by City Bridge Trust officers;***
- ***a report on a completed pilot that provides proof of concept of outcomes by end of 1 February, 2017 the latest;***
- ***copies of correspondence from commissioners that shows their commitment to the work; and***

- ***copies of correspondence from potential social investors showing their commitment to invest.***

### **Funding History**

None

### **Background and detail of proposal**

The WLZ model is built around a “backbone” management team and system whose key functions are to identify the beneficiary cohort, agree contracts with commissioners and raise finance from investors, coordinate the provision of services, monitor performance and refine work as needed to achieve stated targets.

WLZ is currently piloting activities in White City in Hammersmith and Fulham, working with 120 children and young people, supported by a partnership of 8-12 social sector organisations. Data from the pilot will be used to develop the exact payment mechanism for the CIB. The pilot is funded by Big Lottery Fund and John Lyon’s Charity among others. WLZ is currently engaged with a number of social investors, for example Social and Sustainable Capital, to ensure long term finance.

### **Financial Information**

Forecast income in the current year to 31 March 2016 is £742,930, of which £612,930 (82.5%) had been confirmed by 23 February 2016. Forecast income for the following year 2016/17 is £590,570 of which £180,000 (30.5%) had been confirmed by 7 March 2016.

In addition to the charity’s operational 2016/17 budget shown in the table below, it hopes to raise social investment finance, through the Collective Impact Bond, of £1,005,224 in 2016/17. None had been secured as at 7 March 2016, but the charity hopes that a CBT/UBS Stepping Stones grant will help to catalyse this funding.

In 2014-15 and 2015-16 the charity’s reserves policy was to hold funds equivalent to three months’ worth of total expenditure, equating to £131,151 at 31 March 2016. The forecast holding of £77,107 at 31 March 2016 is short of the target at 1.8 months’ worth of expenditure. The 2016-17 reserves policy will be to work towards holding £500,000 in free reserves, equating to just over 12 months’ worth of operating expenditure. This is a comparatively high target holding which West London Zone says is needed to support its operation to secure and distribute £1m of social investment finance through the Collective Impact Bond.

The costs of generating funds are not identified separately in the 2014-15 accounts, and the costs shown in the table below have been provided by the charity’s finance director. The charity advises that its fundraising costs were relatively high in 2014/15 as it was a new venture, developed from an incubating parent organisation (Only Connect). As the charity establishes its fundraising operations it expects the costs of generating funds in 2015-16 to remain similar in terms of actual spend, but to be the equivalent of only 7.1% of income in that year. WLZ intends to disclose separately the cost of generating funds in future financial statements.

<b>Year end at 31 March</b>	<b>2014-15 Independently Examined</b>	<b>2015-16 Forecast</b>	<b>2016-17 Budget</b>
<b>Income and Expenditure</b>	<b>£</b>	<b>£</b>	<b>£</b>
Income	111,214	742,930	590,570
Expenditure	84,002	524,605	470,278
Unrestricted Funds Surplus / (Deficit)	27,212	49,895	117,591
Restricted Funds Surplus / (Deficit)	0	168,430	2,701
<b>Total Surplus / (Deficit)</b>	<b>27,212</b>	<b>218,325</b>	<b>120,292</b>
Surplus / (Deficit) as a % of turnover	24.5%	29.4%	20.4%
Cost of Generating funds (% of income)	49,398 (44.4%)	52,896 (7.1%)	110,979 (18.8%)
<b>Free unrestricted reserves</b>			
Unrestricted free reserves held at Year End	27,212	77,107	194,698
How many months' worth of expenditure	3.9	1.8	5.0
Reserves Policy target	21,001	131,151	500,000
How many months' worth of expenditure	3.0	3.0	12.8
<b>Free reserves over/(under) target</b>	<b>6,212</b>	<b>(54,044)</b>	<b>(305,302)</b>

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**MEETING: 18/03/2016**

**Ref: 13016**

**ASSESSMENT CATEGORY - Strengthening London's Voluntary Sector**

**Bexley Voluntary Service Council**

**Adv: Julia Mirkin**

**Amount requested: £118,775**

**Base: Bexley**

**Benefit: Bexley**

**Amount recommended: £118,800**

**The Charity**

Bexley Voluntary Service Council Ltd (BVSC) supports local voluntary and community groups, providing them with training, advice and support. It also facilitates networks and forums and promotes partnerships with statutory service providers. BVSC runs Bexley volunteer service, which delivers volunteer training and brokers volunteer placements. The Chief Executive of BVSC formerly worked for NCVO, with a focus on collaboration and management of change within the voluntary sector.

**The Application**

BVSC proposes to deliver a capacity building programme, focussing on evaluation and the evidencing of impact. The project will lead to the establishment of six 'beacon' organisations which are evaluation champions, establishing an infrastructure through which evaluation knowledge will be cascaded.

**The Recommendation**

BVSC has been focussing on the capacity needs of small groups for the last 11 years and the Chief Executive, who has been employed since 2013, brings considerable expertise in change management and collaboration. The quality of BVSC's work is recognised in its 'Investors in People' status, its 'Volunteer Centre Quality Accreditation' mark and in its 'Big Assist Beacon for Change' status. This project sees BVSC working strategically to align the work of the voluntary sector with the needs of commissioners, helping to sustain voluntary services in Bexley.

***£118,800 over three years (£40,350; £42,650; £35,800) towards the part-time (4 dpw) Development Officer (Outcomes & Impact Champion), training and on-costs associated with the Measuring Impact to Improve Performance project.***

**Funding History**

Meeting Date	Decision
20/01/2011	£67,430 over two years (£33,280; £34,150) for continuation of support for volunteering.
03/04/2008	£98,200 over three years (£32,000; £33,000; £33,200) towards the salaries and running costs of the Volunteer Support Project.

**Background and detail of proposal**

Research into the state of Bexley's voluntary sector in 2014 found only 55% of respondents had procedures in place for collecting data or evidence of outcomes and impact. BVSC claims that the importance of evaluation is underestimated and that there is considerable need for a more strategic approach to evaluation to be taken, which can inform organisational development, fundraising and planning.

BVSC proposes to deliver three levels of evaluation training: the most intensive of which will be offered to six organisations identified to become evaluation 'beacons'. These organisations will receive eight day-long courses, followed by a programme of peer learning, comprising: action learning sets; facilitated peer-to-peer mentoring; and the establishment of a forum. In addition, each group will receive one-to-one

support from BVSC to address their specific training needs. A learning zone on the BVSC website will be developed, allowing groups to access learning materials after the training has finished. Three of these six beacon organisations will be small groups.

This intensive programme will also be offered to eight organisations that commit to the training and collaborative learning elements but cannot realistically take on the responsibility and commitment to be a 'beacon' organisation. BVSC also intends to open the eight day-long training sessions to an additional 15 groups that are interested in receiving less intensive evaluation training. As BVSC aims to include a significant proportion of small groups in the cohort, it recognises the need to incorporate general capacity building alongside the focussed work on evaluation to ensure the training is fully implemented. This element will cover governance, finance, fundraising, communications and collaboration and is likely to represent no more than 20% of the programme's content. Finally, BVSC proposes to work strategically with commissioners in Bexley to establish consistent expectations in relation to outcomes and impact. Through this engagement, BVSC aims to establish a mechanism through which the quality of impact reporting submitted to commissioners by community groups can be monitored.

### Financial Information

Forecast income for the current year ending 31st March 2016 is £328,251, all of which had been confirmed as at 1st March 2016. Budgeted income for the following year ending 31st March 2017 is £292,988, of which £274,001 (94%) had been confirmed as at the same date. The reduction in income and expenditure in 2015/16 is mainly due to £61,265 restricted project income and expenditure, and a £16,650 reduction in core funding from the London Borough of Bexley, which resulted in associated redundancies that reduced expenditure. A prudent budget has been produced for 2016/17, whilst the organisation implements a new business plan and staffing structure. Free unrestricted reserves were £196,636 as at 31 March 2015, which is equivalent to 5.4 months' worth of total expenditure. This is higher than the organisation's reserves policy target to hold £115,350. The charity has advised that there will be further cuts to their core funding and these reserves will help support them through this period. The charity did not disclose its cost of generating funds in its 2014/15 year-end accounts. The charity has provided an estimate for the current year to 31 March 2016 and will review this value and its disclosure when preparing its year-end accounts.

Year end at 31 March	14/15 Independent Examined Accounts £	2015/16 Current Year Forecast £	2016/2017 Budget £
<b>Income and Expenditure</b>			
Income	401,441	328,251	292,988
Expenditure	440,160	356,852	325,347
Unrestricted Funds Surplus / (Deficit)	(10,522)	12,517	(11,346)
Restricted Funds Surplus / (Deficit)	(28,197)	(41,118)	(21,013)
<b>Total Surplus / (Deficit)</b>	<b>(38,719)</b>	<b>(28,601)</b>	<b>(32,359)</b>
Surplus / (Deficit) as a % of turnover	(9.6%)	(8.7%)	(11.0%)
Cost of Generating funds (% of income)	-	16,000 (4.3%)	-
Unres free reserves held at Yr End	196,636	209,153	197,807
months' worth of expenditure	5.4	7.0	7.3
Reserves Policy target	115,350	147,794	142,674
months' worth of expenditure	3.1	5.0	5.3
Free reserves over/(under) target	81,286	61,359	55,133

**MEETING: 18/03/2016**

**Ref: 13258**

## **ASSESSMENT CATEGORY - Strengthening London's Voluntary Sector**

**London Funders**

**Adv: Ciaran Rafferty**

**Base: Camden**

**Amount requested: £250,000**

**Benefit: London-wide**

**Amount recommended: £250,000**

### **The Charity**

London Funders (LF) is a network of funders and investors supporting London's voluntary and community sector and is unique in that its membership comprises local authorities and independent funders. It exists to strengthen and support funders to better meet the needs of Londoners. Originally an informal network, your officers were active in shaping its development and in 2005 it became a registered charity. London Funders has c.100 members including foundations, the public sector and corporate givers. It provides the opportunity for funders to share their experience and learn from each other and a defining feature of its work is its 'cross-sectoralism'. The City of London Corporation and City Bridge Trust are in membership, separately, and find it extremely useful, particularly in terms of supporting collaborative working with others.

### **The Application**

The Trust has contributed to the core costs of London Funders since 2011 in recognition of its unique and important role in helping funders to tackle disadvantage in the capital. You have also awarded occasional, restricted, grants for specific projects or research which LF has managed on behalf of the wider membership (eg the development of London's Giving). This application is for a further five years' support and can be considered following agreement of the policy (as shown below) by the Court in October 2014.

### **The Recommendation**

London Funders provides the only network for the capital's funders from all sectors to talk freely; to share and collaborate; to develop policy; to keep informed; and to provide a unified voice when needed. Its role, in times of austerity, has been more important than ever and has undoubtedly been crucial in developing the scope and focus of funders' responses to a dynamic sector. In particular, the Trust has benefited greatly in recent times from LF's oversight of the London's Giving initiative, whilst it will also be extremely important in the near future when you embark on your next Quinquennial Review in 2016/17. With close to half of its income deriving from members' subscriptions LF relies on additional, fundraised, income to operate effectively. A grant as requested is advised:

***£250,000 over 5 years (5 x £50,000) towards core costs and subject to external evaluation after three years.***

## Funding History

Meeting Date	Decision
19/06/2014	£5,000 towards the £15,000 costs of commissioning research into the current and future landscape of play/youth services in London.
12/02/2014	£100,000 over two years (£50,000; £50,000) towards the core costs of London Funders.
30/06/2011	A grant of £84,000 over three years (£30,000, £27,000, £27,000) towards the core costs of London Funders.

## Background and detail of proposal

In October 2014 the Court of Common Council agreed the following policy:

*"Applications be considered for grants of five year duration from organisations that:*

- (i) Provide capacity-building services to support London's voluntary sector at the local borough, sub-regional or pan-London level including, where appropriate, to support the collaboration or consolidation of organisations; or*
- (ii) Can demonstrate that they are uniquely placed (by virtue of the nature of their work) to deliver a particular project or service; or*
- (iii) Are developing high-quality services that can be scaled-up to benefit all of London or which are breaking exceptional new ground.*

*These grants are subject to external evaluation after three years."*

The work of London Funders meets this eligibility criteria as it has a role which is unique and pan-London; and is expertly delivered. It relies on subscription income from its membership, including from local authorities whose contributions are made en bloc by London Councils. A lean organisation, with only 2 staff and low operational costs, it needs additional income in order to deliver a wide range of services for its membership (e.g. subject-based network forums, research and evaluation, strategic development). Whilst it is also expert at harnessing pro-bono support (especially from the corporate sector) it cannot plan ahead or deliver effectively without its own financial foundations in place.

Your wholehearted support of LF to date is recognised and greatly appreciated by the sector, not least by London Councils. In these uncertain times for local government in particular it is fitting that, as London's largest independent foundation, the Trust is at the forefront of supporting the provision of a safe place to think, share, learn and act together to meet the needs of Londoners. Providing core funding to LF for an extended period, as recommended, will enable the organisation to plan ahead on those issues which affect the sector and London as a whole (e.g. working collaboratively with the new Mayor; shaping new responses to austerity; supporting collaboration amongst funders; navigating the ever blurring lines between statutory and voluntary). As pressure increases on funders, networking and taking time to reflect tends to drop down the list of priorities, just when it's needed most. If you agree the grant as advised you will be helping to reaffirm the importance and value of sharing and collaboration – just as funders are encouraging the sector itself to do likewise.

## Financial Information

Of the £215,300 income budgeted for 2016/17 £200,000 (93%) had been confirmed by 29<sup>th</sup> February 2016. Operations have reduced in 2016/17 due to the end of a grant from Civil Society Support of £55,000 per annum towards specific project work.



The cost of generating is very low as shown in the table below and, after a discussion with your grants officer, the charity has agreed to review the calculation of this figure in future accounts.

<b>Year end at 31 March</b>	<b>2014/15* Independently Examined Accounts</b>	<b>2015/16 Draft Outturn</b>	<b>2016/17 Current Year Forecast</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Income and Expenditure</b>			
Income	243,138	268,880	215,300
Expenditure	215,621	266,707	215,246
Unrestricted Funds Surplus / (Deficit)	39,192	2,173	54
Restricted Funds Surplus / (Deficit)	(11,675)	0	0
<b>Total Surplus / (Deficit)</b>	<b>25,517</b>	<b>2,173</b>	<b>54</b>
Surplus / (Deficit) as a % of turnover	11.3%	0.8%	0.03%
Cost of Generating funds (% of income)	511 (0.2%)	1,000 (0.4%)	-
<b>Free unrestricted reserves</b>			
Unrestricted free reserves held at Year End	89,411	92,609	92,663
How many months' worth of expenditure	5	4.2	5.2
Reserves Policy target	107,810	133,353	107,623
How many months' worth of expenditure	6	6	6
Free reserves over/(under) target	(18,399)	(40,744)	(14,960)

\* these covered a 15 month period from 1/1/14 – 31/3/15

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**MEETING: 18/03/2016**

**Ref: 13043**

**ASSESSMENT CATEGORY - Strengthening London's Voluntary Sector**

**Merton Voluntary Service Council**

**Adv: Julia Mirkin**

**Amount requested: £184,836**

**Base: Merton**

**Benefit: Merton**

**Amount recommended: £160,000**

**The Charity**

Merton Voluntary Service Council (MVSC) has been supporting, developing and representing the voluntary sector in Merton since 1985 and has established an excellent reputation. Following the sudden death of its founding CEO, Chris Frost, in November 2013, MVSC has continued to deliver valuable services and has maintained a strong relationship with the local authority. A 'state of the sector' report produced in 2014 revealed that over 65% of voluntary organisations in Merton access support and services from MVSC, in the form of training, capacity building or partnership development. In 2015, MVSC took over management of Merton's Volunteer Centre. The amalgamation of the two organisations augments their close relationship; it allows MVSC to deliver a more coherent brokering role between volunteers and voluntary organisations and it increases cost-effectiveness. As well as offering one-to-one advice and training for the voluntary sector, MVSC offers a range of virtual support through its online platform; it also coordinates a community development project on a local estate and undertakes consultancy, such as grant management on behalf of the local authority.

**The Application**

MVSC proposes to increase capacity in evaluation of small voluntary groups, focussing on equalities and mental health charities, ensuring evaluation feeds into management, communication and advocacy work. The grant recommendation is lower than the request as it is your policy to only fund one FTE post, therefore the volunteer elements will no longer be delivered as part of this project. To partially offset the resulting shortfall, the costs associated with the workshops and overheads have been included in the budget and recommended sum.

**The Recommendation**

MVSC holds the NAVCA quality award; the Volunteer Centre Quality Standards (VCQA); Investing in Volunteering, and the London Youth Quality Mark. This application responds directly to research and seeks to support small charities to adapt to a more competitive funding environment.

***£160,000 over three years (£51,400; £53,400; £55,200) towards 0.8 of the Head of Development's salary and 0.2 of the Chief Executive's salary, evaluation workshop costs and associated overheads.***

**Funding History**

Meeting Date	Decision
06/04/2006	£146,000 over three years (£47,000; £49,000; £50,000) towards the salary and associated running costs of a Development Worker developing the capacity of small groups in Merton.

**Background and detail of proposal**

MVSC submitted a broad proposal that aimed to improve communications, advocacy and aspects of volunteer management by drawing on improved monitoring and evaluation. At the assessment meeting, it was agreed that the impact of a more

focused project would be easier to capture and measure. A more streamlined proposal is now presented, which aims to enhance the monitoring and evaluation skills of small groups, particularly those that serve BAMER (Black, Minority, Ethnic and Refugee) communities or beneficiaries with mental ill health. The funded programme will improve fundraising in the groups supported, measured by: the number of funding applications prepared independently; the proportion of successful applications; and the number of successful funding partnerships forged.

Intensive 'health checks' form a significant aspect of the project, which will be carried out with twelve groups annually; achievement against specific action plans produced during the health checks will ensure that specific goals and targets are achieved. MVSC will monitor progress for each group every six weeks, during each year of the project. Workshops in monitoring and evaluation and on PQASSO quality standards will be delivered to support achievement of targets. Following the intensive twelve month period, support will continue, but less intensively.

### Financial Information

At 26 February 2016 the organisation had secured £957,747 (99%) of 2015/16 forecast income and £572,871(81%) of 2016/17 budgeted income. Income and expenditure are forecast to decrease in 2015/16 and further in 2016/17 due to the decline in project funding from local authorities. The charity advised that it is seeking funding from alternative sources and it has pending grant applications of £97,500 in addition to the budgeted income for 2016/17 shown in the table below. The reserve policy is to hold free unrestricted funds equivalent to 6 months' worth of operating costs and at 31<sup>st</sup> March 2017 it is forecast to hold 2.8 months' worth of total expenditure. The organisation has advised that in case it is unable to secure funding, it has prudently budgeted for the use of its reserves to sustain certain posts and for potential redundancies. Furthermore it states that it is fully committed to increasing its free unrestricted reserves and plans to do so by expanding its consultancy and grant management work for which it generates income. The charity advises that in 2014/15 there were no material direct fundraising costs and hence a value for the cost of generating funds was not included. However, it says that the situation changed in 2015/16 and it now focuses some specific resources on fund raising, which will be disclosed in its 2015/16 accounts. In the meantime, the charity has provided an estimate for 2015/16 and 2016/17, based on its freelance fundraiser costs and an allocation of 0.2 FTE of a senior staff member's time.

Year end at 31 March	14/15 Audited Accounts	15/16 Current Year Forecast	16/17 Following Year Budget
Income	1,120,234	928,795	679,469
Expenditure	1,100,713	914,669	699,868
Unres Funds Surplus / (Deficit)	45,709	(32,831)	(20,399)
Restricted Funds Surplus / (Deficit)	(26,188)	46,957	0
Total Surplus / (Deficit)	19,521	14,126	(20,399)
Surplus / (Deficit) as a % of turnover	1.7%	1.5%	(3.0%)
CoGF (% of income)	-	13,400 (1.4%)	13,400 (1.9%)
<b>Free unrestricted reserves</b>			
Free unrestricted reserves at Yr End	219,167	186,336	165,937
How many months' of expenditure	2.4	2.4	2.8
Reserves Policy target	550,357	457,332	349,932
How many months' of expenditure	6.0	6.0	6.0
Free reserves over/(under) target	(331,190)	(235,644)	(120,141)

**MEETING 18/03/2016**

**Ref: 13077**

## **ASSESSMENT CATEGORY - Strengthening London's Voluntary Sector**

**Pro Bono Community**

**Adv: Tania Bronstein**

**Base: City**

**Amount requested: £110,955**

**Benefit: London-wide**

**Amount recommended: £110,955**

### **The Charity**

Pro Bono Community (PBC) is a recently established charity providing a specialised training programme for junior lawyers, trainees and law students, aimed at preparing them for volunteering in law centres and other advice agencies. In the last 12 months, PBC trained 171 people. Of these, 90 lawyers and legal trainees and 62 law students went on to undertake voluntary placements in community-based advice centres.

### **The Application**

PBC seeks three-year funding to recruit, train, and place 240 law students as volunteers in law centres and community based advice agencies throughout London.

### **The Recommendation**

Community legal advice providers have experienced significant loss in capacity and have welcomed this new project. Your funds would enable these providers to cope with the rising demand for free legal advice for Londoners on low incomes.

***£110,955 over three years (3 x £36,985) for a part-time salary (2.5 d/p/w), training costs and overheads to train law students to volunteer in community advice agencies***

### **Funding History**

None

### **Background and detail of proposal**

PBC was set up to address loss of capacity in the community legal advice sector arising from cuts to legal aid. Recently 11 law centres in the UK have closed, and the remaining 45, alongside other not-for-profit legal advice providers, can no longer afford to employ sufficient legally trained staff. Yet, they report a steep rise in demand for free legal advice, mostly on matters now outside the scope of legal aid.

PBC works with lecturers and practitioners to deliver a modular programme that trains would-be volunteers in social welfare law and client work skills. Programme completers are placed in legal advice centres to volunteer at least one day per week over a minimum of 13 weeks. Several law firms pay PBC to train their junior lawyers and trainees, who then go on to volunteer in their own pro bono schemes, including in law and advice centres. Demand for extra help in these centres is high, and students on law courses represent an untapped source of volunteers. In the past, some students have paid to take part in the programme themselves, as this experience enhances their CV, and gives them chances to practice client-based skills. However, most students cannot afford these costs, hence this application to the Trust.

PBC has excellent contacts with universities, law schools, law centres and advice agencies in London. The training programme, already popular with students, is soon to gain accreditation from City Law School. This would further enhance the project's ability to attract a minimum of 80 students per year, as planned.

In the next three years PBC will focus on attracting more law firms to the scheme, and on increasing the number of law students trained to volunteer in advice centres, as well as the number of voluntary sector advice providers supported. There is also a longer-term ambition to extend the programme nationally. However, the project for which funds are sought will be exclusively delivered in London.

### Financial Observations

For the current year to 31 August 2016 forecast income is £106,264, of which £55,824 (52.5%) had been secured as at 1 February 2016. The charity's funding model is one whereby the greatest proportion of its income is earned through fees charged to law firms for its services, which accounted for 54% of income in 2014/15, and is forecast at 58% of income in 2015/16.

The charity's first year of operations was 2013/14 and a Director was appointed in April 2014. It established a formal reserves policy in 2015/16 to hold free unrestricted funds of between 3 and 6 months' worth of expenditure. At 31<sup>st</sup> August 2016 free unrestricted funds are forecast to be substantially below this target, as shown in the table below. The charity is aware of the shortfall and plans to generate further fee income and secure grants to gradually accumulate free unrestricted funds.

The cost of generating funds was not disclosed in the 2013-14 accounts. The figures provided in the table below are estimated and represent 40% of the Director's salary costs, whose brief includes establishing and sustaining links with law firms and fundraising from other sources. After a discussion with your grants officer the charity has agreed to disclose the cost of generating funds in future accounts.

Year end at 31 August	2013/14 Independently Examined Accounts	2014/15 Forecast Outturn	2015/16 Current Year Forecast
	£	£	£
<b>Income and Expenditure</b>			
Income	80,967	76,234	106,264
Expenditure	51,435	81,924	113,243
Unrestricted Funds Surplus / (Deficit)	11,855	11,987	(1,799)
Restricted Funds Surplus / (Deficit)	17,677	(17,677)	(5,180)
Total Surplus / (Deficit)	29,532	(5,690)	(6,979)
Surplus / (Deficit) as a % of turnover	36%	(7%)	(6.5%)
Cost of Generating funds (% of income)	7,000 (8.6%)	21,000 (27.5%)	21,000 (19.8%)
<b>Free unrestricted reserves</b>			
Unrestricted free reserves held at Year End	11,855	23,842	16,863
How many months' worth of expenditure	2.7	3.5	1.8
Reserves Policy target	n/a	20,481 - 40,962	28,311 - 56,621
How many months' worth of expenditure	n/a	3 - 6	3 - 6
Free reserves over/(under) target	n/a	3,361 - (17,120)	(11,448) - (39,758)

<b>Committee:</b>	<b>Date:</b>
The City Bridge Trust Committee	18 <sup>th</sup> March 2016
<b>Subject:</b> Transfer of PACE grant to Metro Centre Ltd	<b>Public</b>
<b>Report of:</b> David Farnsworth, Chief Grants Officer	<b>For Decision</b>

## Summary

This report recommends that, following the recent closure of the Project for Advocacy, Counselling & Education (PACE, the balance of the grant made to that charity be transferred to the Metro Centre Limited.

## Recommendations

Members are asked to:

- a) Agree the revocation of the balance of the grant (ie £104,917) made to PACE at the September 2015 Committee
- b) Agree the transfer of this balance to the Metro Centre Limited to deliver the outcomes of the original, PACE, project. This grant, to be rounded up to £105,000 over three years (3 x £35,000), will be for the salary costs of an Advocacy Worker and related costs of an advocacy service for LGBT Londoners with mental health problems.

## Main Report

### Background

1. Your Committee, at its meeting in September 2015, awarded a grant totalling £113,800 over three years to the Project for Advocacy, Counselling & Education (PACE) to fund the salary costs of a full-time Advocacy Worker and associated running costs for a service for LGBT Londoners with mental health problems. PACE had been a robust and significant provider of support to this community since 1985.
2. The charity, having accepted your standard terms and conditions of grant, formally drew down the first quarterly payment (£8,883) on 1<sup>st</sup> December 2015, to coincide with the start-date of the postholder.
3. In late January 2016 your officers were made aware (by Mr Lord) that the organisation had announced that it was to close at the end of that month. There had been no prior communication of this to the Trust by the charity itself. It ceased to operate on 29<sup>th</sup> January.

### Current Position

4. Your quarterly payment to PACE did support 2 months' work which, by all accounts, had started well and was having an impact. The third month's worth of the payment, equating to £2,961, is unlikely to be retrieved leaving a

balance of £104,917 which has not been released and which can now be revoked.

5. As is usual in these circumstances your officers look to see if it is feasible for the work to be delivered by another, suitable, agency and where the original outcomes can be delivered, as far as is possible. Given the nature of the original project, supporting the mental health of some very vulnerable clients from across London, it was felt important that existing and future beneficiaries continued to have access to professional, high-quality, support.
6. In the few days before its closure one of PACE's senior staff members had been consulting with other agencies to determine the potential for transfer of some, or all, of its services. From this process your officer was informed that Metro Centre Limited was willing and keen to take on the advocacy project the Trust was funding.
7. You are currently funding the Metro Centre, having made a three year grant (£119,600) in March 2015 towards various costs of a mental health service for LGBT people.
8. Established in May 1992 the Metro Centre provides services to people experiencing issues related to sexuality, identity, gender and diversity, in particular to the LGBT community. Work undertaken is within five closely integrated domains: mental health; youth; HIV; sexual and reproductive health; and community participation and involvement. It works nationally but with a strong presence in London and especially south-east London, where it began.

### **Proposal**

9. Your officer has met with senior staff at Metro Centre and is confident that they can deliver as many as possible of the outputs and outcomes of the original grant to PACE. They have a number of venues in London, including one in Vauxhall, which are well placed to serve people from across the capital; and there is within the organisation a wealth of directly related expertise on mental health advocacy to successfully deliver the project and to bring added value. Transferring the PACE project will complement Metro's existing services and vice-versa, as clients will be able to benefit from easy access to a range of other, related, services.
10. Metro has submitted a formal letter confirming that it would like to deliver this project and has been in positive discussions with your officer about how the grant, if agreed, will be used to deliver good outputs and outcomes in keeping with the original award.

### **Financial observations**

11. Forecast income in the current year to 31 March 2016 is £3,317,062, which had all been confirmed by 29<sup>th</sup> February 2016. Of the £2,925,413 income forecast for the forthcoming year 2016/17, £2,124,579 (73%) had been confirmed. The organisation advises that its increase in income in 2015/16 compared to the prior year is the result of winning more contracts.



12. The charity does not disclose its cost of generating funds in its year-end accounts. Your grants officer has discussed this with the charity and advised that it is recommended accounting practice to identify this cost in the charity's accounts.
13. The charity's free reserves policy target is to hold between 3 to 6 months' worth of expenditure. In the table below, it can be seen that actual free unrestricted reserves are below this target at approximately 2.5 months' worth. The charity advises that its chief source of unrestricted surplus derives from its contracts and so it tries to generate a surplus on each one and it says that it has been reasonably successful to date. As Metro gets bigger it hopes to develop a stronger reputation (which it says it is doing) and win more contracts, thereby increasing this source of income and thus its level of free unrestricted reserves.

<b>Year end at 31 March</b>	<b>2014/15 Audited Accounts</b>	<b>2015/16 Forecast</b>	<b>2016/17 Budgeted</b>
<b>Income and Expenditure</b>	<b>£</b>	<b>£</b>	<b>£</b>
Income	2,519,496	3,317,062	2,925,413
Expenditure	2,325,613	3,144,450	2,913,312
Unrestricted Funds Surplus / (Deficit)	220,205	172,612	12,101
Restricted Funds Surplus / (Deficit)	(26,322)	0	0
Total Surplus / (Deficit)	193,883	172,612	12,101
Surplus / (Deficit) as a % of turnover	7.7%	5.2%	0.4%
Cost of Generating funds (% of income)	Not disclosed	Not disclosed	Not disclosed
<b>Free unrestricted reserves</b>			
Unrestricted free reserves held at Year End	445,671	618,283	630,384
How many months' worth of expenditure	2.3	2.4	2.6
Reserves Policy target	581,403 – 1,162,807	786,112 – 1,572,225	728,328 – 1,456,656
How many months' worth of expenditure	3 - 6	3 - 6	3 - 6
Free reserves over/(under) target	(135,732 – 717,136)	(167,829 – 953,942)	(97,944 - 826,272)

## Conclusion

14. Often when organisations cease to operate at short notice or unexpectedly the services they provide and the people they support are left high and dry. This is of particular concern where very vulnerable people are involved. Therefore it is reassuring, with the unforeseen closure of PACE, that there is a valid option to continue to provide high-quality mental health advocacy support to people who really need it by transferring the balance of the funds to the Metro Centre. The transfer, therefore, is recommended.

Ciaran Rafferty  
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<b>Committee:</b>	<b>Date:</b>
The City Bridge Trust Committee	18 <sup>th</sup> March 2016
<b>Subject:</b> Applications recommended for rejection	<b>Public</b>
<b>Report of:</b> Chief Grants Officer	<b>For Decision</b>

## Summary

This report and the accompanying schedule outlines a total of 20 grant applications or Eco-Audit requests 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 20 applications recommended for rejection at this meeting 3 of which are requests for an Eco-Audit. 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.

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**CBT iIL Recommended for Rejection**  
**The City Bridge Trust Committee - 18th March 2016**  
**Summary of Recommendations for Rejection - Investing in Londoners**

Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
<b><u>Eco Audits</u></b>				
13242 Bloomsbury Central Baptist Church		The organisation holds almost 3 times the annual operating costs in reserve, and is therefore able to fund this work itself.	£0	JXM Camden
12665 Outward		The request does not sufficiently address the Trust's priorities and outcomes.	£0	JXM Tower Hamlets
12271 Palmers Green Mosque		The organisation failed to comply with requirements to complete the due diligence process.	£0	MAH Enfield
<i>Total Eco Audits (3 items)</i>			<u>£0</u>	
<b><u>English for Speakers of Other Languages</u></b>				
13025 Barking and Dagenham Somali Women's Association	ESOL classes for 30 Somali Women per year, to improve their English Language and communication skills, so they can integrate in the local community.	The application is from a small organisation with reduced income in successive years. The proposal is not clear and there is no requirement on the job description for the post holder/ sessional worker to have a suitable qualification, as is your requirement.	£31,402	SD Barking & Dagenham
<i>Total English for Speakers of Other Languages (1 item)</i>			<u>£31,402</u>	

Ref & Organisation	Purpose	Reason for Recommendation for Rejection	Amount Requested	Grants Officer & Area
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**Improving London's Environment**

13080 Ashden - Sustainable solutions, better lives	Ashden is seeking funding to enrol 4 new clusters of schools on to the LESS CO2 programme throughout London boroughs over two years.	This project is aimed at reducing the carbon footprint of schools and, despite the schools benefitting financially from lower energy use, they are not asked to make any contribution to the costs. Little or no information has been provided as to the impact of the work on young people; whilst the organisation had negative free reserves in 2013/14 and deficits projected in both 2014/15 and 2015/16.	£40,000	CR Westminster
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*Total Improving London's Environment (1 item)*

£40,000

**Improving Londoners' Mental Health**

13209 Blue Elephant Theatre	Creative Minds will deliver drama based activities on mental health awareness/wellbeing in 4 locals primary schools, who have identified a need for this work.	The proposal is insufficiently focused on young people with mental health needs and is unlikely to deliver the outcomes you would require.	£66,000	CR Southwark
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13054 Drug and Alcohol Service for London	To establish a mental health resilience and mindfulness programme within 6 East London secondary schools, providing education and counselling support to young people	The request is not a sufficiently close fit of your outcomes under the mental health programme. Financial information presented raises concerns about the sustainability of the organisation.	£89,810	JXM Newham
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<b>Ref &amp; Organisation</b>	<b>Purpose</b>	<b>Reason for Recommendation for Rejection</b>	<b>Amount Requested</b>	<b>Grants Officer &amp; Area</b>
13214 Refugee Therapy Centre	We seek 15% of our total core budget for the continuation of therapy and counselling services for refugees, both adults and children.	This charity has unusual governance and remuneration procedures which are not in line with good practice or fully explained in the information provided. The latest audited accounts show that the charity is holding 11 months' expenditure unrestricted free reserves, which is in excess of its policy to hold 6 months.	£120,000	JGC Islington
13145 South Sudan Women's Skills Development	A unique community-based parenting support programme designed for Black and Minority Ethnic (BME) parents of children with Autism Spectrum Disorder (ASD) in London.	Grant as requested would equate to more than double the organisation's income for the current year.	£42,128	CR Camden
<i>Total Improving Londoners' Mental Health (4 items)</i>			<u>£317,938</u>	
<b><u>Making London More Inclusive</u></b>				
13196 Books Beyond Words Community Interest Company	Establishing London library-based book clubs for adults with learning disabilities, increasing access, reducing social isolation, and co-developing "Being included in my Local Community" book.	The outputs, outcomes and extent of participation of disabled people in the development of this initiative do not sufficiently match your requirements under your Making London More Inclusive programme. Further, the applicant is a Community Interest Company (CIC), which has an ineligible organisation as its asset-lock.	£81,264	JXM Wandsworth

<b>Ref &amp; Organisation</b>	<b>Purpose</b>	<b>Reason for Recommendation for Rejection</b>	<b>Amount Requested</b>	<b>Grants Officer &amp; Area</b>
13218 Oxford House in Bethnal Green	To increase the accessibility of Oxford House to attract more disabled people to its services, and ensure inclusive participation in arts and heritage activities.	It would be unwise to invest in a capital development because the charity's current finances are very fragile and the bulk of funds required had not been secured when the application was received.	£97,242	TB Tower Hamlets
<i>Total Making London More Inclusive (2 items)</i>			<u>£178,506</u>	
<b><u>Older Londoners</u></b>				
13192 Schonfeld Square Foundation	Technology Coordinator for 20 hours weekly to develop and run a dementia support programme for Hackney residents, using specialised technology already acquired by Care Home.	Organisation, at time of applying, held free reserves equivalent to 2 years' income, which your officer deems sufficient to support self-funding of this project. There is a history of late returns to the Charity Commission, which suggests poor governance.	£61,838	CR Hackney
<i>Total Older Londoners (1 item)</i>			<u>£61,838</u>	
<b><u>Reducing Poverty</u></b>				
13090 Hope in Tottenham-Mentoring	We need funding towards the ongoing costs and overheads incurred by running this project.	Proposal does not meet your criteria for the Reducing Poverty programme as it is a mentoring project to support young people into work.	£30,000	CR Haringey
13199 New Cross & Deptford Families First Ltd	To enable us to continue and extend our support for vulnerable families in some of the poorest wards in London	Application is to meet some of the costs of providing a childcare service and, as such, does not meet your criteria.	£45,000	CR Lewisham



<b>Ref &amp; Organisation</b>	<b>Purpose</b>	<b>Reason for Recommendation for Rejection</b>	<b>Amount Requested</b>	<b>Grants Officer &amp; Area</b>
13056 Plan Zheroes	To fund a dedicated London Community Volunteer Manager and office space	An unrealistic request for an organisation which has forecast income of £95,000 for the current year	£120,000	CR Westminster
13213 The Parent House Trust	This project will support parents struggling on low incomes to acquire new skills for buying healthy food on a budget which will help alleviate debt.	The proposal did not demonstrate that the programme of work would achieve the desired outcomes and the organisation is financially fragile.	£63,452	TB Islington
<i>Total Reducing Poverty (4 items)</i>			<u>£258,452</u>	
<b><u>Resettlement and Rehabilitation of Offenders</u></b>				
13034 Carney's Community	To assist with the refurbishment and running costs of a community building for the most disadvantaged members of the community.	Proposal is for both capital and revenue, whilst the capital element is not supported by an independent access audit, which you require.	£72,848	CR Wandsworth
13032 Safe Ground	The contribution of core costs towards the salary of the newly established role of Operations Director as part of a wider organisational restructuring.	Your grants officer has been unable to get clarification from the applicant to establish that the request specifically addresses your desired outcomes under the funding programme.	£154,386	JXM Wandsworth
13072 Warrior Programme	To bring about a paradigm shift in the resettlement of former gang members by improving their mental health and resilience so they can stop reoffending.	The applicant is seeking funding towards the delivery of motivation and education training courses, which include an out-of-London residential element. As such, the request now falls outside of your grant criteria. In addition, some of the outcomes fall outside the criteria of your Resettlement and Rehabilitation of Offenders programme.	£100,000	JXM Kensington & Chelsea
<i>Total Resettlement and Rehabilitation of Offenders (3 items)</i>			<u>£327,234</u>	

<b>Ref &amp; Organisation</b>	<b>Purpose</b>	<b>Reason for Recommendation for Rejection</b>	<b>Amount Requested</b>	<b>Grants Officer &amp; Area</b>
<b><u>Strengthening London's Voluntary Sector</u></b>				
13202 Church Housing Trust	To employ a Volunteering Facilitator to initiate and manage a volunteering programme across 16 supported living schemes for homeless and vulnerable people across Greater London.	This application, when scrutinised, does not meet the aims of your Strengthening London's Voluntary Sector programme, as they will only be improving the volunteer management of one organisation, rather than the 16 implied on their application.	£98,941	JXJ Camden
<i>Total Strengthening London's Voluntary Sector (1 item)</i>			<u>£98,941</u>	
<b>Grand Totals (20 items)</b>			<b>£1,314,311</b>	

<b>Committee:</b>	<b>Date:</b>
The City Bridge Trust Committee	18 <sup>th</sup> March 2016
<b>Subject:</b> Grants/expenditure considered under Delegated Authority	<b>Public</b>
<b>Report of:</b> Chief Grants Officer	<b>For Information</b>

## 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 16<sup>th</sup> 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.

3 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

<b>Battersea Arts Centre (BAC)</b>	£2,000 to match CEP funding towards the wage costs of an Arts Apprenticeship for 1 year.
<b>Donmar Warehouse</b>	£2,000 to match CEP funding towards the wage costs of an Arts Apprenticeship for 1 year.
<b>Lytic Hammersmith</b>	£2,000 to match CEP funding towards the wage costs of an Arts Apprenticeship for 1 year.
<b>Museum of London</b>	£2,000 to match CEP funding towards the wage costs of an Arts Apprenticeship for 1 year.

<b>Royal Court Theatre</b>	£2,000 to match CEP funding towards the wage costs of an Arts Apprenticeship for 1 year.
<b>Tate Gallery</b>	£2,000 to match CEP funding towards the wage costs of an Arts Apprenticeship for 1 year.
<b>The Gate Theatre Company Ltd</b>	£2,000 to match CEP funding towards the wage costs of an Arts Apprenticeship for 1 year.
<b>St Michael's Fellowship</b>	£3,400 (8.5 days @£400pd) to provide an eco-audit.
<b>St Philip's PCC, Avondale Square, SE1</b>	£2,000 (5 days @£400 per day) to provide an eco-audit.
<b>Turks Head Charity</b>	£1,800 (4.5 days @400 per day) to provide an eco-audit.
<b>The Parochial Church Council of the Ecclesiastical Parish of St Peter, Ealing</b>	£3,420 to meet the cost of an access audit including design appraisal and a half-day training session.

#### **Requests £10k - £25k**

<b>Hands on London</b>	£12,000 for a third and final year to cover the costs of a part-time Relationships Manager (20 hours per week) to expand Hands on London's network of partner organisations. The award to be conditional on receipt of a satisfactory final monitoring report for the charity's current grant.
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#### **Requests £25k - £50k**

<b>Lewisham Speaking Up</b>	£49,800 over three years (£25,900, £11,750, £12,150) towards the salary and delivery costs of the disability hate crime project. The grant includes £4,000 per year to commission external evaluation.
<b>The Old Vic Theatre Trust 2000</b>	A grant of £28,000 towards the costs of the RISE community theatre project
<b>Growing Localities Awards</b>	£36,800 to commission Lemos and Crane to run the Growing Localities Awards 2016

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

Applications reported to 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
January 2016	£16,096	5	£58,000	3	£155,700	4
March 2016	£24,620	11	£12,000	1	£114,600	3
<b>Total for year to date</b>	<b>£117,284</b>	<b>44</b>	<b>£240,305</b>	<b>14</b>	<b>£1,254,760</b>	<b>33</b>

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

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<b>Committee:</b>	<b>Date:</b>
The City Bridge Trust Committee	18 <sup>th</sup> March 2016
<b>Subject:</b> Withdrawn & Lapsed applications	<b>Public</b>
<b>Report of:</b> Chief Grants Officer	<b>For Information</b>

## Summary

This report informs Members of 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

### Organisation

### Purpose of Request

#### Withdrawn Applications:

#### Lyric Hammersmith

Arts Apprenticeship

Application withdrawn as funding would be retrospective. A new application is anticipated.

#### Green Corridor

“Green Corridor is seeking funding to go towards the salary and core costs of employing a Native Species Nursery Manager and a Project Delivery Manager.”

Application withdrawn due to it overlapping with a recent grant. A revised proposal is anticipated.

#### Free Word

“To broaden access to literature events in London for the deaf and hard-of-hearing community, working across seven organisations to embed increased access into their programming.”

This organisation has withdrawn its application so

that it may submit one which matches your criteria more closely.

**Hackney Shed Ltd**

“To deliver inclusive theatre workshops in East London as a tool to integrate young people with disabilities and access needs with their mainstream peers.”

The organisation decided to withdraw as they had secured the funds needed from elsewhere.

**Royal Hospital for Neuro-disability**

“Specialist wheelchairs and mobility support for people who have suffered severe brain injury or illness and are beginning rehabilitation at the Royal Hospital for Neuro-disability.”

The organisation has a number of services such as a disability sports and an arts programme, for wish they may wish to submit a new application - I referred them to WNST for the former.

**My Life Films**

“My Life Films makes personalised biographical films to uplift people living with dementia, their family and their carers.”

The organisation has asked to withdraw the application so that it may submit a revised proposal.

**Barnet Citizens Advice Bureau**

“To provide a free evening advice clinic giving debt and welfare benefits casework and wider legal advice to residents of the London Borough of Barnet.”

The organisation decided to withdraw and plan to submit a revised application which more closely reflects your priorities.

**The Rehabilitation for Addicted Prisoners Trust (RAPt)**

“To help fund our Recovery Support Service to provide open-ended through-the-gate support to recovering addicts, and their families, thereby reducing re-offending, relapse and recidivism.”

Organisation is currently undergoing business planning. As the original request was for a general contribution to the service, they would like to resubmit, post business planning, with a request to support something specific with London benefit only.



**The Centre for Innovation in Voluntary Action (CIVA)**

Stepping Stones – “Development of all aspects of a new social investment fund being established with a £1million donation in early 2016.”

Following receipt of a full proposal, and on advice from your officers, the organisation chose to withdraw its application for possible re-submission in a future round.

**Lapsed Applications**

**Church of the Holy Spirit,  
Narbonne Avenue, Clapham**

“As preparation for the development of future plans for our church and church hall for the benefit of the wider community.”

The application has been lapsed as the organisation failed to provide the information required.

**British Refugee Council**

“To address the basic survival, mental health and integration needs of homeless refugees and asylum-seekers by linking two successful services.”

This application has been lapsed as the organisation is awaiting a decision on significant other funding from the Department of Health.

**Rich Mix Cultural Foundation**

Eco Audit - The application has been lapsed as the organisation failed to provide the information required.

**Saint Matthew's Church  
Willesden**

Eco Audit - The application has been lapsed as the organisation failed to provide the information required.

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<b>Committee:</b>	<b>Date:</b>
The City Bridge Trust Committee	18 <sup>th</sup> March 2016
<b>Subject:</b> Variations to grants awarded	<b>Public</b>
<b>Report of:</b> Chief Grants Officer	<b>For Information</b>

## 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.

### **Youth Offer – LB Islington**

In April 2013 LB Islington received an allocation of £100,000 under the Youth Offer scheme, of which £90,000 was to be paid to a voluntary sector partner on a payment by results basis. The partner organisation underperformed slightly over the two years of the scheme with the result that £11,959 was unused and has now been revoked.

### **Hampstead Heath Charitable Trust**

In April 2011 you awarded the above a grant of £3,000,000 towards a range of environmental education and biodiversity services across many of the open spaces managed by the City Of London Corporation. There were some modest underspends in three of the budget localities amounting to £42,262 in total. This has now been written back.

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<b>Committee</b>	<b>Date:</b>
The City Bridge Trust Committee	18 <sup>th</sup> March 2016
<b>Subject:</b> Report on monitoring visits	<b>Public</b>
<b>Report of:</b> Chief Grants Officer	<b>For Information</b>

## Summary

This report introduces reports from monitoring visits to Coram Voice and Spitalfields City Farm.

## 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 more substantial bi-annual monitoring reports examining patterns of funding and benefit of grants awarded.
2. The reports to this Committee are from visits to Coram Voice and Spitalfields City Farm. The first award has supported an organisation working with young care-leavers, a beneficiary group with often high support needs. The second award was for the development of services offered by the farm, both on-site and within the local area.

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## LEARNING VISIT REPORT

### Coram Voice 11665

<b>1.1 Date of visit:</b> 11/02/16	<b>1.2 Name of visiting Grants Officer:</b> Julia Mirkin	<b>1.3 People met with:</b> Kat Collis, Senior Philanthropy Manager; Brigid Robinson, Deputy Director and Sara Gomez, 16+ Care Leavers Specialist Advocate
<b>1.4 Programme Area &amp; Outcomes:</b> Positive Transitions to Independent Living\ More care-leavers living independently & maintaining their accommodation.		
<b>1.5 Purpose of the award:</b> £81,300 over three years (£27,000; £27,000; £27,300) towards the full-time salary of a Specialist Advocate, the costs of training and support to London professionals, and for young people in London leaving care.		
<b>MONITORING INFORMATION</b>		
<b>2.1 Project Outcome 1: <i>Delivery of a free phone helpline</i></b> <b>Progress made:</b> The grantee has succeeded in responding to a stretched care sector for 'looked after children'. As local authorities increase the thresholds of need - the point at which they offer support - there are more young care leavers who do not qualify and seek support from other sources, such as Coram Voice. Consequently, helpline enquiries are growing in their complexity and a higher proportion is referred for caseload support. Many helpline enquiries concern housing issues as after 16 years of age, young people are no longer considered in care unless they are in education. As a consequence, homelessness is increasing amongst care-leavers.		
<b>2.2 Project Outcome 2: <i>Face to face advocacy (case load expected to be 10 – 15 young people at any given time)</i></b> <b>Progress made:</b> In the past year, a greater proportion of young care leavers have required face to face advocacy support to address increasingly complex issues. Casework is generally taking longer to reach resolution and advocates are requiring more training and supervision. As many cases are eventually resolved outside of court, there is a lack of case law, which makes advocacy work more difficult.		
<b>2.3 Project Outcome 3: <i>Professional development for 540 Care System professionals through delivery of two training programmes per year.</i></b> <b>Progress made:</b> The training for professionals working in the care system complements the direct work being delivered with young care leavers. Training has been delivered as one-day courses. However, the grantee has adapted the training format as professionals have struggled to attend for this length of time. A new and shorter format has been introduced, which aims to provide an overview of the issues surrounding one theme at a time. Themes covered have included health, education and disability. In all these cases, there is legislation that is not always compatible with that pertaining specifically to looked-after children. The training aims to provide guidance about which legislation takes precedence in relation to young care leavers. The training is delivered in collaboration with solicitors, who provide their services for free. Professionals attending the training are consulted on the themes for future training sessions. Attendance of the shorter training sessions has increased.		

## GRANT OFFICER COMMENTS

Coram Voice is currently investing in its database, which will allow it to gain an overview of how different interventions compare in terms of their impact. It is hoped that this information will eventually inform how resources are allocated across the organisation.

The database will also allow Coram Voice to track longer-term relationships with individuals, which it believes will allow it to provide a more accurate picture of its work and its impact.

One of the issues affecting Coram Voice is that a case is only considered successful when it is resolved and closed, which means the considerable work undertaken to resolve each case is not acknowledged or accounted for in this reductive measuring system. Furthermore, this quantitative data does not measure the outcome Coram Voice aims to achieve, which is to empower care leavers to negotiate the care and social systems independently and to secure the support to which they are entitled. Having a database that captures longer-term tracking of individuals might provide a more meaningful insight into the impact the organisation is having for individuals.

In response to the increasingly stretched care sector, Coram Voice has taken the strategic decision to try and maximise its impact by reaching and supporting as many individuals as possible. To this end, it is developing an online resource that will have tools to support care leavers to negotiate the 'system' independently. Building on this theme, Coram Voice is also considering how to provide online training for care professionals.

Coram Voice has systems in place for capturing feedback from its users, which allows it to refine its services and understand how users feel about the changes that are implemented. Through these systems, which include an annual snapshot carried out over a one-week period, Coram Voice will monitor how the proposed changes to its services are received and how they enable the organisation to meet its strategic aims.

Having become part of the Coram group of charities in 2013, Coram Voice reports that the operational set-up has offered the chance to make efficiency savings by sharing back-office functions. It also reports that there is great potential for knowledge sharing and for partnership working across the group.

This grant is going well and is providing the breathing space required by this charity to settle as part of the Coram group and to adjust to a changing social care landscape. Work delivered, particularly that which is funded by the Trust, appears to be of an extremely high standard.



**LEARNING VISIT REPORT**  
**Spitalfields City Farm 11173**

<b>1.1 Date of visit:</b> 11 February 2016	<b>1.2 Name of visiting Grants Officer:</b> Tim Wilson accompanied by Shegufta Rahman and Jack Joslin	<b>1.3 People met with:</b> Mhairi Weir (Farm Manager)
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**1.4 Programme Area & Outcomes:**  
Working with Londoners: London's Environment

**1.5 Purpose of the award:**  
£102,500 over three years (£28,000; £36,500; £38,000) towards the Manager of Spitalfields City Farm.

**MONITORING INFORMATION**

**2.1 Project Outcome 1:** Restructure and expand the farm's environmental education programme.  
**Progress made:** In 2012 the farm requested funds to develop relationships with schools, deliver a programme of environmental workshops, offer work placements and produce an environmental education package. With the exception of the latter initiative (which transpired to be a larger project than expected), the farm has made considerable progress with all activities. Starting with local schools, the farm now extends its reach to many Tower Hamlets' primaries where it runs its 'chickens on tour' scheme. The farm also hosts two work placements each week, with many of the placements continuing at the site as volunteers. The education package is still planned, but will be delivered by a full-time Education Coordinator with funding from a corporate partner.

**2.2 Project Outcome 2:** Extend the farm's biodiversity programme.  
**Progress made:** The farm has been delivering two days' community growing work with residents of the local Selby Estate, an area home to several housing associations. The farm reports that this work has had a positive impact not only on the physical environment of the estate, but also in encouraging cross-community dialogue. The work is now coming to its natural conclusion as the local residents manage and maintain the new growing spaces, but with expected input from the farm as needed.  
 The other focus of the farm's biodiversity work has been improvements to the centre's wildlife garden and growing space. The farm now keeps bees, has extended its vegetable plot, and brought some of the 'hidden' corners which had little previous practical use into the body of the space. The farm is pesticide free and grows a wide variety of plants.

**2.3 Project Outcome 3:** Drive infrastructure improvements in the form of a community building.

**Progress made:** At time of application the farm had ambitious plans to construct a substantial community building on site. This, at end of grant, unfortunately remains a plan as fundraising has proved to be more challenging than expected. However, development work in the area, including Bishopsgate Goodsyard and Norton Folgate is expected to bring Section 106 monies that may allow for this in time.

Despite the absence of the single large community building two new indoor learning spaces have appeared on the farm: a yurt (provided by M&G) and a 'glamping' tent. Both are used for service delivery as well as revenue generating activities including children's parties, discos and weddings.

**2.4 Project Outcome 4:** Increase the farm's financial sustainability through social enterprise.

**Progress made:** Mhairi believes that, in order for the farm to remain fully accessible to local communities, and to engage with a wide range of vulnerable clients, a certain degree of grant subsidy will be necessary in order to keep costs low. Funding from the local authority has been cut, which was expected, and the grant funding environment is increasingly competitive. However, excellent progress has been made building relationships with corporate partners who have offered in-kind support to develop the site. This list of organisations engaged with the farm in recent months includes Clifford Chance, Salesforce, and Unilever. The farm manager has been proactive and creative, for example, securing from the owner of the Daddy Donkey burrito chain funding to buy a new donkey, called Derek.

The farm has opened a shop selling produce grown on site as well as goods created by voluntary organisations involved with the charity such as the Zimbabwean Refugee Association and the Coriander Club.

### **GRANT OFFICER COMMENTS**

The farm's written monitoring reports to the Trust have not done justice to the impressive amount of work delivered over the three years of grant-funding. The charity has built strong relationships with a range of local organisations including schools, housing associations and corporates. This is mainly due to the farm manager, who has helped position the city farm as a much more visible member of the local community. The farm has also benefited from the ongoing gentrification of the area and the availability of Section 106 funds, but remains focused on remaining accessible for what remains a high concentration of low income local families.

Now that City Bridge Trust funding has come to a natural end the farm manager's post will be covered by revenue until such stage that a replacement grant is secured. Mhairi reports that several promising proposals are under review.

Overall, this can be viewed as a successful grant that helped the charity to develop its work.

<b>Committee:</b>	<b>Date:</b>
The City Bridge Trust Committee	18 <sup>th</sup> March 2016
<b>Subject:</b> Events attended	<b>Public</b>
<b>Report of:</b> Chief Grants Officer	<b>For Information</b>

## 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 12<sup>th</sup> January to 1<sup>st</sup> March 2016

Date	Organisation	Type of Event	City of London's Representative	Location/ Borough	Summary
14/1/2016	City of London Corporation	Dinner	Chairman; Chief Grants Officer	Mansion House	The Annual London Government Dinner
19/1/2016	City of London Corporation	Dinner	Chief Grants Officer	Clothmakers' Hall	The Chief Grants Officer was invited to the Community & Children's Services Annual Committee Dinner.
20/1/2016	London Voluntary Service Council	Conference	Tim Wilson, Principal Grants and Social Investment Officer	St Luke's, Old Street	Your officer was asked to make a plenary presentation titled "How to Talk to Funders".
21/1/2016	London Funders	Meeting	Chief Grants Officer	London WC1	A meeting of the London Funders Executive Committee .
26/1/2016	Early Action Funders Alliance	Meeting	Joan Millbank, Grants Officer	London WC2	Quarterly meeting and discussion on the role of digital technology in promoting and delivering early action
27/1/2016	City of London Corporation	Dinner	Chief Grants Officer	Merchant Taylors' Hall	The Annual Finance Committee Dinner, to which the Chief Grants Officer was invited.
1/2/2016	London Fairness Commission	Meeting	Chairman; Deputy Chairman; Chief Grants Officer; Deputy Chief Grants Officer	Basinghall Suite, Guildhall	A meeting offering civil society funders space to feed directly into the Commission's work.
1/2/2016	Survivors UK	Launch Event	Shegufta Rahman, Grants Officer	City Hall	Launch of Sexual Abuse & Sexual Assault Awareness Week

9/2/2016	Council of Somali Organisations	Presentation/briefing	Deputy Chief Grants Officer; Jack Joslin, Grants Officer; Shegufta Rahman, Grants Officer	London N1	Presentations to Council of Somali Organisations' members from CBT and Trust for London on funding criteria and priorities
9/2/2016	Association of Charitable Foundations	Meeting	Tim Wilson, Principal Grants and Social Investment Officer	Offices of the LankellyChase Foundation (Holborn)	A board meeting. Your officer is a trustee of the ACF.
10/2/2016	City Guides Association	Talk	Ciaran Rafferty, Principal Grants Officer	Bow Lane	Your officer was invited to give a talk to a group of City Guides on the history and current work of the City Bridge Trust. Feedback was very complimentary.
11/2/2016	London Funders – Children & Young People's Interest Group	Meeting	Ciaran Rafferty, Principal Grants Officer	King's Cross	Your officer chairs this quarterly funders' meeting to discuss issues of relevance. Today's subject was on supporting good practice in work with girls and young women.
11/2/2016	Spitalfields City Farm	Meeting	Tim Wilson, Principal Grants and Social Investment Officer	Whitechapel	A site visit to discuss progress made by the organisation during the period of the Trust's funding and to see improvements made to the farm.
16/2/2016	Heart of the City (HOTC)	Seminar	Chairman	Mansion House	An engagement event for senior leaders from HOTC's member companies to encourage continued support. The Chairman attended in his role as a HOTC Council Member. The Lord Mayor also spoke at the event.
18/2/2016	BBC Children in Need	Induction	Ciaran Rafferty, Principal Grants Officer	White City	Your officer has been invited back on to the CiN Grants Committee.
18/2/2016	New Horizon Youth Centre	Mayoral Hustings	Ciaran Rafferty, Principal grants Officer	Somerstown, Camden	A special hustings event to hear the mayoral candidates views on tackling homelessness and related issues amongst young people.

23/2/2016	City Philanthropy	Launch Event	Cheryl Chapman, Director of City Philanthropy	St Brides	Launch of Public Good by Private Means: How Philanthropy Shaped Britain, by Rhodri Davies, published by CAF. Review on City Philanthropy website: <a href="http://www.cityphilanthropy.org.uk/features/public-good-private-means-rhodri-davies">http://www.cityphilanthropy.org.uk/features/public-good-private-means-rhodri-davies</a>
23/2/2016	Morgan Stanley	Meeting	Ciaran Rafferty, Principal Grants Officer	Guildhall	A meeting with a representative from their CSR team to talk about the Trust's approaches to assessment and due diligence of grant applications.
23/2/2016	Islington Giving	Seminar	Ciaran Rafferty, Principal Grants Officer	LIFT, N1	Your officer was asked to chair a workshop to determine the leisure needs and wishes of young people in Islington.
23/2/2016	Media Trust	Screening	Chairman; Deputy Chairman; Several Members; Chief Grants Officer; Deputy Chief Grants Officer; Several members of the CBT team	Barbican Cinema	Please see Chief Grants Officer's Progress Report for details of this event.
24/2/2016	MADE in Europe	Awards Ceremony	Shegufta Rahman, Grants Officer	Houses of Parliament	Annual Green Up Awards ceremony commemorating British Muslim Environmental Action

**General Events and Receptions**  
**Attended 12<sup>th</sup> January to 1<sup>st</sup> March 2016**

<b>Date</b>	<b>Organisation</b>	<b>Type of Event</b>	<b>City of London's Representative</b>	<b>Location/ Borough</b>	<b>Summary</b>
28/1/2016	Wilton's Music Hall	Reception	Chairman; Ciaran Rafferty, Principal Grants Officer	Graces Alley, E1	Event to officially open the refurbished Hall, in the presence of the charity's patron HRH The Prince of Wales and The Duchess of Cornwall
8/2/2016	Prince's Trust	Reception	Chief Grants Officer	House of Commons	40 <sup>th</sup> Anniversary event, highlighting the work of the Prince's Trust.
12/2/2016	Khulisa	Visit	Stuart Fraser; Chief Grants Officer	Caritas Anchor House, London E16	A visit to a CBT grantee to learn about the project you fund.
25/2/2016	Woburn Place Collaborative	Meeting	Chief Grants Officer	London SW1	A meeting of funders to discuss issues affecting everyone.



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